

REPUBLIC OF TURKEY

SELCUK UNIVERSITY

INSTITUTE OF SOCIAL SCIENCES

GRADUATE SCHOOL OF MANAGEMENT

MANAGEMENT AND ORGANIZATION

**IMPACT OF INDIVIDUAL FACTORS ON
ENTREPRENEURSHIP: COMPARISON OF
INEXPERIENCED AND SENIOR ENTREPRENEURS**

**BİREYSEL FAKTÖRLERİN GİRİŞİMCİLİK
ÜZERİNDEKİ ETKİSİ: DENEYİMSİZ VE KIDEMLİ
GİRİŞİMCİLER KARŞILAŞTIRMASI**

Shakir Mohamed ABDULLAHI

MASTER'S THESIS

SUPERVISOR

**Ali Şükrü ÇETİNKAYA, PhD
Associate Professor**

Konya-2017

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DEDICATION

To my mother, my late father, my sisters and brothers.





T. C.

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Sosyal Bilimler Enstitüsü Müdürlüğü



BİLİMSEL ETİK SAYFASI

Öğrencinin	Adı Soyadı	Shakir Mohamed ABDULLAHI
	Numarası	134227011012
	Ana Bilim / Bilim Dalı	İŞLETME / YÖNETİM ORGANİZASYON
	Programı	Tezli Yüksek Lisans
	Tezin Adı	Bireysel Faktörlerin Girişimcilik Üzerindeki Etkisi:Deneyimsiz ve Kıdemli Girişimciler Karşılaştırması

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Öğrencinin imzası

(İmza)



T. C.

SELÇUK UNIVERSITY

**DIRECTORATE OF SOCIAL SCIENCE
INSTITUTE**



DECLARATION

Student's	Name and Surname	Shakir Mohamed ABDULLAHI
	Number	134227011012
	Department	BUSINESS / MANAGEMENT AND ORGANIZATION
	Program	Masters with Thesis
	Title of the Thesis	Impact of Individual Factors on Entrepreneurship: Comparison of Inexperienced and Senior Entrepreneurs

I declare that this work is original and has never been submitted to any university of other institution of higher education. It is my own research whereby other scholar's works and writings were cited and references provided.

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T. C.
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Yüksek Lisans Tezi Kabul Formu

Öğrencinin	Adı Soyadı	Shakir Mohamed ABDULLAHI
	Numarası	134227011012
	Ana Bilim / Bilim Dalı	İŞLETME / YÖNETİM ORGANİZASYON
	Programı	Tezli Yüksek Lisans
	Tez Danışmanı	Doç. Dr. Ali Şükrü ÇETİNKAYA
	Tezin Adı	Impact of Individual Factors on Entrepreneurship: Comparison of Inexperienced and Senior Entrepreneurs (Bireysel Faktörlerin Girişimcilik Üzerindeki Etkisi: Deneyimsiz ve Kıdemli Girişimciler Karşılaştırması)

Yukarıda adı geçen öğrenci tarafından hazırlanan **Impact of Individual Factors on Entrepreneurship: Comparison of Inexperienced and Senior Entrepreneurs** (Bireysel Faktörlerin Girişimcilik Üzerindeki Etkisi: Deneyimsiz ve Kıdemli Girişimciler Karşılaştırması) başlıklı bu çalışma **22 / 11 / 2017** tarihinde yapılan savunma sınavı sonucunda **oybirliği** ile başarılı bulunarak, jürimiz tarafından yüksek lisans tezi olarak kabul edilmiştir.

	Unvanı	Adı Soyadı	İmza
1	Doç. Dr.	Ali Şükrü ÇETİNKAYA (Danışman)	
2	Prof. Dr.	Adnan ÇELİK (Üye)	
3	Yrd. Doç. Dr.	Selçuk KARAYEL (Üye)	

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T. C.

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Sosyal Bilimler Enstitüsü Müdürlüğü



Öğrencinin	Adı Soyadı	Shakir Mohamed ABDULLAHI
	Numarası	134227011012
	Ana Bilim / Bilim Dalı	İŞLETME / YÖNETİM ORGANİZASYON
	Programı	Tezli Yüksek Lisans
	Tezin Adı	Bireysel Faktörlerin Girişimcilik Üzerindeki Etkisi:Deneyimsiz ve Kıdemli Girişimciler Karşılaştırması

ÖZET

Bu çalışmada, deneyimli ve yeni başlayan girişimciler arasında bireysel faktörlerin girişimcilik üzerine etkisini incelenmiştir. Çalışmada, bireysel faktörlerin deneyimli ve yeni başlayan girişimcileri farklı şekilde etkiledikleri araştırıldı. Çalışma, birincil veri toplama tekniğinde anketler kullanılarak kantitatif tasarım kullandı. Bu çalışma Türkiye'de kıdemli ve deneyimsiz girişimcilere yönelikti. Veriler, Konya, Ankara, Trabzon ve Erzurum'da farklı şirket sahipleri veya hissedarlarından toplanmıştır. Elde edilen veriler analiz aracı AMOS ve SPSS yazılımı ile analiz edilmiştir. Bireysel faktörler ve girişimcilik arasındaki ilişkiyi belirlemek için Açıklayıcı Faktör Analizi (Exploratory Factor Analysis - EFA), Yapısal Eşitlik Modellemesi (Structural Equation Modeling - SEM) ve yol (path) analizi teknikleri kullanıldı. 494 anketten oluşan bir anket şirket sahiplerine ve hissedarlarına dağıtıldı. Bu anketlerin birçoğu Konya sanayi bölgesinde yer alan firmalara dağıtıldı. Karşılık olarak elde edilen geçerli anketler 318 idi. Araştırma, hipotez araştırmasının varsayılarak, bireysel faktörlerin kıdemli ve yeni başlayan girişimciler üzerinde doğrudan etkisi olduğunu ortaya koymuştur. Fakat bireysel faktörler ile kıdemli girişimciler arasındaki ilişki, bireysel faktörler ve acemi girişimciler arasındaki etkiden daha güçlüdür.

Anahtar Kelimeler: Girişimcilik, Girişimcilikte Bireysel Faktörler, Yeni veya Acemi Girişimci, Deneyimli Girişimci.



T. C.

SELÇUK ÜNİVERSİTESİ

Sosyal Bilimler Enstitüsü Müdürlüğü



Student's	Name and Surname	Shakir Mohamed ABDULLAHI
	Number	134227011012
	Department	BUSINESS / MANAGEMENT AND ORGANIZATION
	Program	Masters with Thesis
	Title of the Thesis	Impact of Individual Factors on Entrepreneurship: Comparison of Inexperienced and Senior Entrepreneurs

ABSTRACT

This study investigated the effect of individual factors on entrepreneurship by comparing senior and novice entrepreneurs. The study explored if individual factors have influence on senior and novice entrepreneurs in different way. The study employed quantitative design in gathering primary data using questionnaires as data collection technique. This study targeted the senior and the novice entrepreneurs in Turkey. Data was collected from different company owners and shareholders in Konya, Ankara, Trabzon and Erzurum. Data gathered through 318 valid responses was analyzed with SPSS software and AMOS as analyzing tools. Different techniques were employed like Exploratory Factor Analysis and SEM (Structural Equation Modeling) by using path analysis to figure out the relationship between individual factors and entrepreneurship. Data analysis revealed that, as the hypothesis of the research holds, that individual factors have a direct effect on senior and novice entrepreneurs. Nevertheless, the relationship between individual factors and senior entrepreneurs is much stronger than the relationship between the individual factors and novice entrepreneurs.

Keywords: Entrepreneurship, Individual Factors, Novice Entrepreneur, Senior Entrepreneur.

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LIST OF ABBREVIATIONS

AGFI:	Adjusted Goodness of Fit
CFA:	Confirmatory Factor Analysis
EFA:	Exploratory Factor Analysis
FFM:	Five Factor Model
GEM:	Global Entrepreneurship Monitor
GFI:	Goodness of Fit
IPC:	Interpersonal Circumplex
IQ Score:	Intelligence Quotient Score
RMR:	Root Mean Square Residual
SEM:	Structural Equation Modeling
UN:	United Nations

INTRODUCTION

Entrepreneurship is a discipline that has been in existence for some notable time, according to researches. At the present time, entrepreneurship is considered as one of the important subjects in the business world and management field. Increasingly it can be encountered a lot of researches and studies that deal with entrepreneurship.

There is a huge number of materials that have been written about entrepreneurship. Gurol and Atsan (2006) believe that entrepreneurship has a more fundamental role for economies of developing countries for it is seen as an engine of economic development, job creation and social adjustment. As a consequence, new business formation or small business growth is widely encouraged by national economic policies to boost economic growth and wealth creation nationally.

Entrepreneurship can be defined as the willingness to take risks and develop or to manage a business venture in a competitive global marketplace that is continuously evolving. So, entrepreneurs become pioneers, innovators, leaders and inventors (Guttermann, 2015). To become an entrepreneur, there must be some determinants that control or determine the possibilities and chances in which one can be an entrepreneur. For instance, Ucbasaran, Alsos, Westhead, and Wright (2008) say that successful entrepreneurs are those whose self-confidence in their own knowledge and judgments is strong and have a high capacity of successful interaction.

There are many qualities that differentiate entrepreneurs from normal people. The five psychological traits of entrepreneurs are: need for achievement, locus of control, ambiguity tolerance, Type-A personality and risk taking tendency. Innovativeness is another quality that is related to the successful entrepreneurs (Ahmad, 2010).

There has been always the question of “why some people tend to be entrepreneurs more than some others?” In other words, why only some people choose entrepreneurial activities yet others do not? A lot of researches have been made to figure out the individual factors that have an influence on the entrepreneurial intentions of the entrepreneurs. Such

factors include skills, culture and social norms, personal motivation, need for achievement, locus of control, self-efficacy and need for autonomy (Owoseni, 2014).

The main aim of this study was to figure out the relationship between human personal characteristics and entrepreneurship. The research aimed to figure out the influence of individual factors on senior, which is experienced entrepreneurs, and novice entrepreneurs. The study examined if the personal factors of both senior and novice entrepreneurs have a different influence on their entrepreneurial perception.



CHAPTER 1

ENTREPRENEURSHIP

This chapter presents a clear understanding on entrepreneurship with a quick and concise review of the previous literature that deals with entrepreneurship. The chapter discusses on the definition of an entrepreneurship, the theories of entrepreneurship and its impacts on the economic growth of nations.

1.1 Entrepreneurship: Definition, Concept and Theory

Low and MacMillan (1988) defined entrepreneurship as the creation of new enterprise. Entrepreneurship is the ability to predict correctly where the next market imperfections and imbalances will be (Kirzner, 1973). Knight's (1964) definition is close to the previous one where he says entrepreneurship is the ability to anticipate future successfully. While there are a lot of definitions of entrepreneurship, there are some common elements that they share namely, coming up with new ways or methods, new products and new services that can be considered as 'new' in the industry (Millan, 2014; Krueger, 1993). Thus, as Rasli et al. (2013) argue entrepreneurship is a process of achieving something instead of carrying a status of being. Entrepreneurship is a discipline that aims to find out how opportunist can generate something that is new, say service or product, and how, then, individuals can, by availing of such opportunities, can launch a new business (Canedo, Stone, Black, & Lukaszewski, 2014).

There is another wider definition which belongs to Tommons (as cited in Oweseni, 2014) that says entrepreneurship is starting something from the scratch. It is figuring out opportunities, where others may see chaos. It is taking the risk while thinking about the profits (more risk more profit). It is the know-how to have your own skills and capabilities to start a new venture. The Oxford English Dictionary (2016) defines entrepreneurship as the art or science of innovation and risk-taking for profit in business. While it defines entrepreneur as a person who makes money by establishing new business particularly when such endeavor includes taking financial risks. According to Owoseni (2014) entrepreneur is the person who creates a new venture or enterprise and determined to risk taking and innovation. People who pursue entrepreneurial careers are well motivated and

achievement oriented. They take risks. They have a high tendency to innovate new things and new methods to perform things.

1.2 Types of Entrepreneurship

Types of entrepreneurship can be vary from country to country or from culture to culture. According to Blank (2011) there are four types of entrepreneurship: small business entrepreneurship, scalable startup entrepreneurship, large company entrepreneurship, and social entrepreneurship.

Sacase (2003) classifies entrepreneurship according to the intentions of entrepreneurs. He gives the term ‘proprietorship entrepreneurship’ to people who start up their own businesses to create income, to sustain families when there are no other options left; and ‘genuine entrepreneurship’ is when individuals start new ventures with the aim of generating enough income so that some of the income that will be generated can be reinvested to guarantee more business development and growth income.

Blanchflower (2004) gives another classification to the entrepreneurship that is almost similar to the one in above – opportunity-based entrepreneurship and necessity-based entrepreneurship. Individuals who intend to establish their own business because they don’t have job anymore or they are forced to be their own bosses are called necessity-based entrepreneurs. On the other hand, entrepreneurs who start new businesses because of putting an opportunity to good use are called opportunity entrepreneurship.

There is another type of entrepreneurship which can be called knowledge-based entrepreneurship. Mani (2007) describes this type is the giant companies that run their industries with high technology to manufacture products or services. Examples of such companies are chemical, metal, transport equipment, computer-based services and communication services companies. Global Entrepreneurship Monitor (2007) defines the knowledge-based entrepreneurship with these characteristics: education and training, research and development transfer, cultural and social norms, internal market openness, intellectual properties, government programs and commercial and professional infrastructure. Team-based entrepreneurship is another kind of entrepreneurship, where a

team of two individuals or more come together and create a new business jointly (Gutterman, 2015).

1.3 Entrepreneurship and Economic Impact

As many studies show, entrepreneurship is a great promotor of economic growth and job creation (Castaño, Méndez, & Galindo, 2015). The role of entrepreneurship as the dynamic force of economic development can be found its most clear foundation in Joseph Schumpeter's theory of long waves (UN Conference on Trade and Development, 2004). Better entrepreneurship activities create new opportunities that, in turn, enhance the development and the growth of the economy (Galindo & Mendaz, 2014). Many other researchers like Dyck and Ovaska (2011) identified that creation of new businesses and new companies is an essential factor for economic growth. Many scholars believe that entrepreneurship has a significant role on economic development in later stages for economic growth is determined by knowledge and stiff competition (Naude, 2013). There is a U-shaped relationship between economic growth and entrepreneurship (Naude, 2010).

According to Carlsson (1992), there is plenty evidence indicates that economic activity moved from large businesses to small businesses in the seventies and eighties. The most remarkable, exciting and also the most cited is the share of the 500 largest American firms, the so-called Fortune 500. Their employment share dropped from twenty percent in 1970 to eight and half percent in 1996. The necessary move en route to the knowledge based economy being the dynamic force that is behind the shift from large to smaller businesses. Audretsch and Thurik (2000) are of the opinion that globalization and technological progresses are the main determinant factors of this challenge of the Western countries.

Entrepreneurial activities, 'new entry' in existing, large firms often takes place by imitating smallness. Innovations and start-up and besides competition are the most related dynamics associated entrepreneurship to economic growth. Additionally, entrepreneurs and business owners achieve many valuable and beneficial functions in the economy like the organization and synchronization of production and distribution channels (Carree & Thurik, 2002). Aghion and Howitt (1997) developed a model shows that the structure of

more competitive market might contribute to economic growth. The model describes that capital accumulation and innovation are complementary processes and equal partners in the growth process. The researchers link the investment in knowledge that aims profit seeking the individuals who perform this task, namely entrepreneurs (Aghion & Howitt, 1998).

In its report, the data of GEM (2002) shows that any country with large scale of entrepreneurship, its economic growth is high. The shift to an 'entrepreneurial economy' took place between the mid-seventies and early of nineties and becomes visible in a change in the structure of industry moving economic activity away from large firms to smaller ones, specifically to SMEs (small and medium-sized enterprises) (UN Conference on Trade and Development, 2004). When the number of firms increases, the market size also increases through the effect of specialization for the share of each company is cut down through the effect of fragmentation. Consequently, there is a bell-shaped relation between economic development and the number of firms. (Carree & Thurik, 2002). The ascending trend of innovative and ambitious entrepreneurship at the high end of economic growth is of certain interest for competitiveness, economic development and job creation (Zoetermeer, 2009).

Schumpeter (1943) links innovation and creation of new products and services (entrepreneurship) to the economic growth. He believes that coming up with new products obsolete the current ones, and this is what Schumpeter calls 'creative destruction.' There are many methods in which entrepreneurship can affect economic growth. New products, new services and new methods might be innovated by entrepreneurs to achieve things. Consequently this can boost efficiency by increasing the market competition. Working longer hours in an effective way, in turn, results earning good income which can contribute the well-being of the individuals and community (Stel, Carree, Thurik & Zoetermeer, 2004).

1.4 Entrepreneurial Process

Entrepreneurial process is a set of phases that link to one another. These phases are: idea conception, carrying out the operations and growth. A slightly different and detailed version of the same stages can be: discovery of the idea, developing business plan, resourcing, managing company and lastly harvesting (Nassif, Ghobril, & Silva, 2010). Baron (2004) also describes the stages of entrepreneurial process as three stages namely, screening ideas for feasibility; collecting required resources; and actually developing a new business. According to Bygrave (2003) the entrepreneurial process is all the activities, functions, and actions associated to recognizing opportunities and forming organizations to pursue them. Pretorius et al (2005) state that the opinion that there are two comprehensive dimensions of the entrepreneurial process that is opportunity recognition and resource gaining.

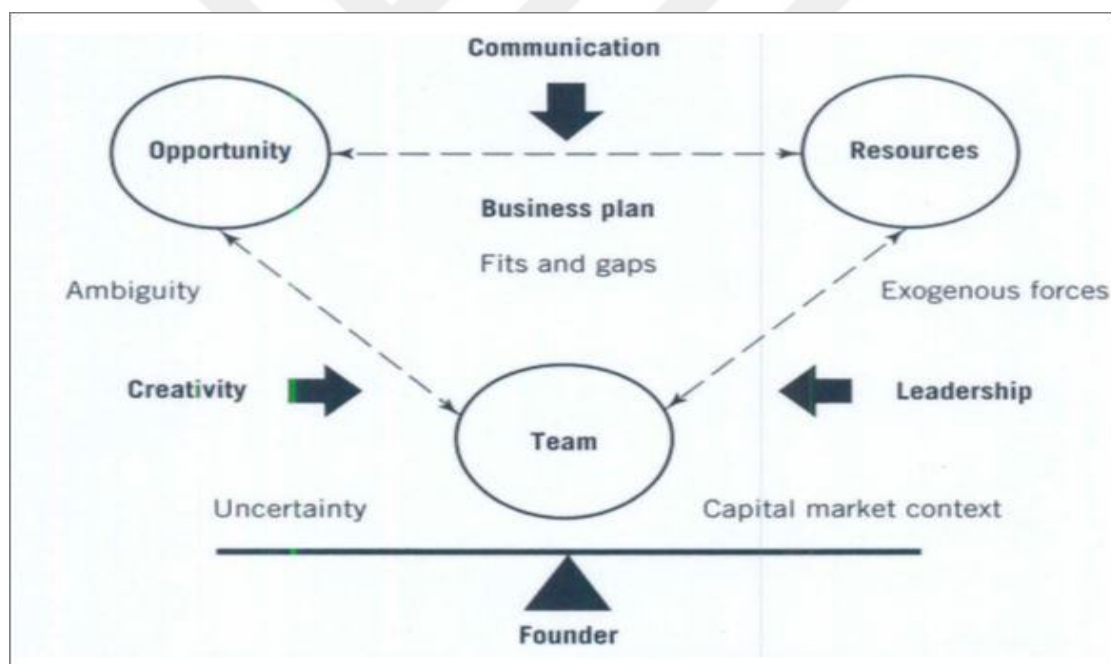


Figure 1.1 Entrepreneurial Process

Source: (Timmons & Spinelli, 2009)

1.4.1 Discovery or Opportunity Recognition

Opportunity recognition or opportunity identification is the first step of entrepreneurial process, where the potential entrepreneur identifies the existence of an opportunity in a certain market or industry. Usually such opportunities are missed by the

others where the entrepreneur figures out and exploits in the best way (Kirzner, 1973). Scanning the information about the environment, being able to acquire it, recognize and take advantage of abstract, implied and changing the captured information from the changing external environments are all included this step, discovery of the opportunity (Markman & Baron, 2003).

1.4.2 Resourcing

This step comes into effect after the entrepreneur develops the idea of his or her new venture. It is ensuring adequate resource to launch the new business (Hellman, 2007). If the entrepreneur fails to acquire the required resource on the purpose of availing from the opportunity, however the business idea is brilliant it will be meaningless (Çetinkaya & Ay, 2017). Gaining the needed resources is as important as discovering the idea (Gartner et al, 1999). It is the entrepreneur's responsibility to provide sufficient resources that with it, he or she can run his or her new business (Hisrich & Peters, 2002). Substantial and durable resources gives to the new entrepreneurs to compete with those taken their position already in the market (Adesoji, 2015).

1.4.3 Implementation and Growth

After the entrepreneur ensures enough resources, the implementation and growth follow. The Oxford Dictionary defines growth as “an industry that is developing particularly speedily; a company stock that inclines to rise in capital value rather than yield high income”. Synonymous with growing are the terms increasing, maturing, rising, booming, and developing (Perks & Struwig, 2005). The organization eventually will execute creditably well if the goods or services offered by the organization are demanded. Accordingly, it can be concluded that business performance is the end result of how the entrepreneur performs (Adesoji, 2015). Growth is dependent on the firm's ability to bring and hook new resources. For this stage getting resources includes evaluating whether the company has the resources to fund the growth strategy, taking new risks, setting linkages with external factors, looking for professional consultation, seeking broad financial resources and so on (Zahra, 2000).

1.5 Theories and Dimensions of Entrepreneurship

1.5.1 Theories of Entrepreneurship

According to Zutshi (2009) the theory of neo-classic economic holds that all markets are competitive, information can be easily accessed, knowledge is available for everyone and economic factors are balanced agents that give answer to disequilibrating factors to make the market equilibrium again. To understand what entrepreneurs drive, some scholars tried to explain inertia as a social and economic system. Mises (1996) found out that the selfish interest of making profit and gaining wealth is what drives entrepreneurs. The sole source that enables entrepreneurs to make money is their ability to anticipate the future demand of consumers better than other people. In this concept, there are three unique factors.

Firstly, the need of entrepreneur for wealth pushes them to hunt profitable exchange opportunities. Entrepreneurship theory assigns entrepreneurial action to profit drive, “material accomplishment” as Weber worded it (Gerth & Mills, 1946) and an important body of entrepreneurship literature builds on this theme that, “entrepreneurs operate their business purely with a view to maximizing profit they obtain from a given amount of effort” (Casson, 1982). The idea that the desire of entrepreneurs for profit making is what drives them and in turn this boosts the growth of the economy is well fixed theme in the capitalist philosophy (Shane & Venkataraman, 2000). Singh (2001) makes a pointed reference to this matter, and asks if it is to be supposed that the opportunity was a reasonable, profit seeking potential business in circumstances where empirical research is to the opposite (like the case with social entrepreneurs).

Secondly, it is generally accepted that entrepreneurs are very clever and smart people who are alert and able to use uncertain information. The uncertainty of markets require people to use their cognitive ability of prediction rather than knowledge (Knight, 1971). Here is where entrepreneur is different from manager for the latter tends to taking judgmental decisions about organization of resources (Casson, 1982). Amid the stiff competition of the markets, the vital elements of entrepreneurial success are good prediction and control and entrepreneurial profit relies on information management and

bargaining position. But in ancient and medieval times it was depending on conquering and controlling of risk and institutional limitations and constraints (Murphy, Liao, & Welsch, 2006). Only successful entrepreneurs can beat the competitive threats and manage good interpersonal contexts for availing of the opportunities (Chepureenko, 2015).

Thirdly, after an entrepreneur establishes his or her business, in the beginnings the entrepreneur can create entrepreneurial rents; but these rents disappear as imitators be revealed in the market. As the intense of competition begins to diminish, the entrepreneur is likely to capture rents; in such case imitations can be viewed as preferred strategy (Timmons, 1994). Thus, the formation of small business is considered to be measure of the level of entrepreneurial activity in a society and it is used as surrogate of entrepreneurship in empirical studies (Kirchoff, 1994). It is also common that 'small business' is considered as entrepreneurship in research literature and it is openly included in the domain statement of the Entrepreneurship Division of the Academy of Management (Murphy & Hill, 2008).

Schumpeter (1943) indicates that if innovation becomes the source of economic vitality and dynamism, entrepreneur becomes an innovator. Because the entrepreneur troubles the market by using his human capital, cognitive capabilities, skills and knowledge, to create an untraditional production system. He is the one who uses the available technology and systems by availing the opportunities to make new combinations leading to profit making. But opportunities are not only discovered but created during of exploration stages, and it is a purposive activity but characterized by vagueness and uncertainty (Harper, 1993).

From the view of the economic, entrepreneurship is a theoretical construct to describe the dynamism of economy (Zutshi, 2009). Some scholars are of the opinion that the logical-rational explanation of entrepreneurship that were proposed by economists is insufficient. It is important to understand the nature of entrepreneur, what an individual makes to establish a new business, and psychological and sociological methods that are base for experimentation and observation are better suitable to the purpose. Over the course of many years there has been an exponential development in empirical research in entrepreneurship and confusion still comes out on top (McClelland, 1961).

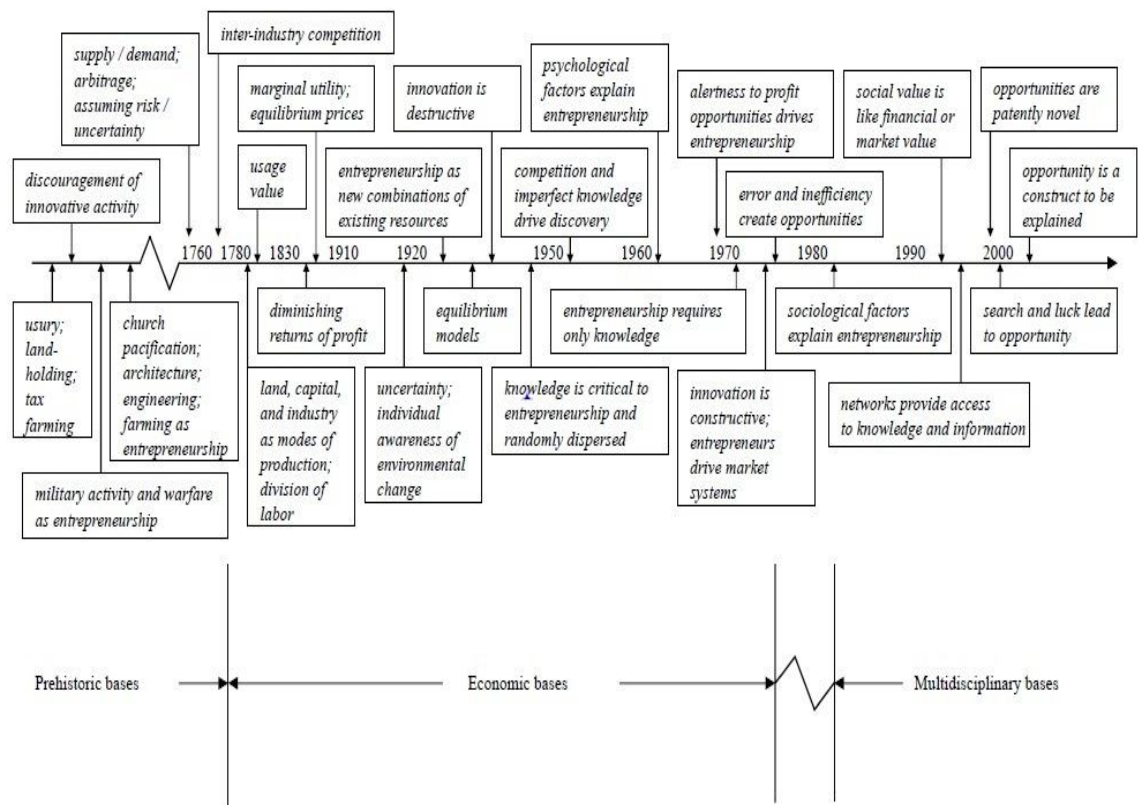


Figure 1.2 Conceptual History of Entrepreneurship Theory

Source: Zutshi (2009)

In the prehistoric around 50 BC in ancient Rome, the available methods of entrepreneurial activities were a function of social controls, institutions, norms and regulations. Personal accumulated fortune was acceptable if it did not include direct contribution in industry or trade, a field occupied by former slaves and other freed men. Wealth generation came from three main sources (Murphy et al., 2006).:

- Landholding, property held and rented to other people by someone.
- Usury, the activity of lending someone money with the agreement that they will pay back a very large amount of money (interest rates).
- Political payment, money from booty and taxes.

Figure 1 shows the chronological history of entrepreneurship theory and how entrepreneurship is related to other disciplines.

1.5.2 Dimensions of Entrepreneurship

Stevenson (2000) argues that entrepreneurship is neither a set of personality traits nor an economic function. But it is a consistent pattern of managerial behavior that can be measured. It is a method of management that is defined as the pursuit of opportunity without regard to resources in hand. There are six key dimensions of entrepreneurship: commitment to opportunity, strategic orientation, reward philosophy, commitment of resources, control of resources and management structure.

As long as ‘the identification and exploitation of unexploited opportunities’ is one of entrepreneurship’s definitions, the focus on opportunities is a good basic in order to describe the relationship between entrepreneurship and strategy. After the entrepreneur develops the business idea he or she must start the process of evaluating one way or another the idea is viable business opportunity (Tanțău, 2008).

1.6 Entrepreneurs: Born or Made?

A lot of definitions of ‘entrepreneur’ are available in the literature of entrepreneurship. Borckhaus (1980) defines entrepreneur as an individual who owns and manages a business and not employed in elsewhere. Draheim (1972) offers a similar definition: entrepreneurship is the act of establishing a new firm where none existed before.

Entrepreneurs are the individuals who are the founders of the firm. The term also indicates that the founders have some significant ownership in the venture and that their main goal is to grow the business. Entrepreneurs are founders of new businesses (Davids, 1963). Ely and Hess define entrepreneurs as the people who take the responsibility of combining the factors of production into a profitable organization and keeping this organization in operation. To define entrepreneur, Hartman (1959) gives an example to distinguish entrepreneur from the manager.

The above cited definitions have more similarity with these that are presented by researchers in 21st century. Kuratko, Morris, and Covin (2011) define entrepreneur as an individual who is regarded as chosen one that enjoys with special capabilities to exploit economic opportunity. Shane (2003) identified an entrepreneur as a key unit of analysis

of an entrepreneurial organization. When economists define 'entrepreneur' they look at the entrepreneurs as a factor of production of economy. As cited by Zainuddin (2012), definitions of entrepreneur of some economists are listed in below:-

- A person who assumes the risk of new businesses by investing, converting and making profits after the resale phases (Volery & Schaper, 2004).
- An individual who creates an organization for profitable and business purpose (Smith, 1776).
- An assembler of the other well-known factors of production (land, labor and capital) and perform as a factor to additional bring in an economic change to the society (Menger, 1871; Mills, 1848).
- An act of 'creative destruction' by a person (innovator) that expands and develops untested technology and at the same time controls the risk involved (Schumpeter, 1934).

On the other hand, social psychologist scholars give below definitions:

As a process where an active person (entrepreneur) who has high locus of control but a moderate risk taker, who also has robust need for accomplishment, takes full advantage of opportunities, initiates, and organizes some social and economic mechanisms and at the same time accepting risks of failure (Rotter, 1966; McClelland, 1961, 1965; Shapero, 1975 Drucker, 1964;).

- The action which is taken by the person or firm in order to cash-in the opportunity by the capacity to generate and build something from practicality nothing (Timmons, 1989).
- A person who mentally and cognitively recognizes opportunity through his or her psychosocial traits (Katz, 1992).
- An act of opportunity exploitation by a person as an essential pace in forming a successful and fruitful business in the entrepreneurial process (Choi & Shepherd, 2004).

For the matter of whether an entrepreneur is born or made, there are two arguments that support the two theories. Regardless of which one is stronger, the two theories will

be discussed in here equally. The degree to which a society motivates entrepreneurial activity to an individual to select his or her own career by starting up a new business is different from one country to another and from one culture to another. Researchers who believe that entrepreneurs are born think that the entrepreneurial traits are natural, cognitive, innate and inborn (T. Burger-Helmchen, 2012).

Neisser (1967) indicates cognition as “all processes by which sensory input is transformed, reduced, elaborated, stored, recovered, and used.” So, intentions of creating new business should be merely something essentially is intentional behavior. In consequence, any personal planned behavior is essential (T. Burger-Helmchen, 2012). Self-efficacy which is the person’s beliefs to achieve a certain level of performance is believed to be one of the most important factors of the cognitive study of entrepreneurial behavior, defined by Bandura as cited in (Sánchez, 2012).

On the other hand, external factors that come from the outside environment are seen to be one of the most crucial determinants of entrepreneurial intentions (T. Burger-Helmchen, 2012). Shapero and Sokol (1982) indicated the exogenous influences like society, traits and culture have an effect on the attitudes and the intentions to become entrepreneur. Family support is believed to have a positive effect on entrepreneurial intentions (T. Burger-Helmchen, 2012). According to Kao (1989) entrepreneurship can be learnt and that it is something environmentally can be determined. He claims that such theory can be supported by availability of resources, for example human resources, training, education, knowledge and know-how.

1.6.1 Characteristics of Successful Entrepreneurs

A lot of researches have been carried out to figure out the main traits or characteristics of successful entrepreneurs. For instance, Ucbasaran et al. (2008) say that successful entrepreneurs are those whose self-confidence in their own knowledge and judgments are strong and have a high capacity of successful interaction. The quality of figuring out and using business opportunities and launching appropriate steps is a successful entrepreneurship trait (Chell, Hawort & Bearly, 1991). Lambing and Kuehl (2000) are of the opinion that an entrepreneur has characteristics like risk management,

creativity, perfectionism, tolerance, determination and self-assurance against uncertainty. Hornaday and Aboud as cited in (Ahmad, 2010) say that the five psychological traits of entrepreneurs are: need for achievement, locus of control, ambiguity tolerance, Type-A personality and risk taking tendency.

Innovativeness is another quality that is related to the successful entrepreneurs. As suggested by Entrialgo et al and cited in (Gurol & Atsan, 2006) innovativeness is a behavior that describes well entrepreneurship and entrepreneurial orientation. This means that entrepreneurs are constantly go after opportunities; innovation is the trait that distinguishes entrepreneurs from the managers, and it is inherent when talking about entrepreneurship (Gurol & Atsan, 2006).

A lot of qualities are discussed when talking about characteristics of entrepreneurs. But individual entrepreneur is probable to have socially accepted values like reliability, maturity, trust, integrity, and socially accepted emotions like satisfaction, optimism and sympathy. Because entrepreneurship is multi-dimension, there must be a huge number of traits to be considered (T. Burger-Helmchen, 2012).

1.6.2 Senior and Novice Entrepreneurs

As usual in the business concepts, there are a lot of definitions of experienced and inexperienced entrepreneurs that have been adopted by different researchers. According to Westhead, Ucbasaran, Wright, and Binks (2004), senior entrepreneurs which are also called habitual or experienced entrepreneurs are those who have or had a minority or majority proprietorship stake in two or more ventures where at least one of that was founded or purchased. Ucbasaran et al. (2008) describe senior entrepreneurs those who have former experience of establish a new business. Senior (habitual) entrepreneur is someone who is involved simultaneously in at a minimum more than one business and has previous experience from several business establishments (MacMillan, 1986). P.

Westhead (1988) has a close definition to the above one for he defines senior or habitual entrepreneurs as individuals who have a previous experience of creating an independent business.

Senior entrepreneurs are individuals who started up and still own at least two ventures (Kolvereid & Bullvag, 1993). Birley and Westhead (1993) define experienced entrepreneurs as persons who has already established one or more business. So far, most of the definitions have some elements in common like having a previous experience of establishing and ownership of businesses. Again Kolvereid and Bullvag (1993) label senior entrepreneurs to ‘experienced venture starter.’ They are the founders that have already started up at least one company before the current one. Starr et al (1993) also define experienced entrepreneurs as persons who have a record of creating, managing and owning of ownership stake in at least two new businesses which ultimately went public.

It goes without saying that inexperienced entrepreneur will be the opposite of experienced entrepreneur. Novice entrepreneur is someone who has not established previous business, someone who has not prior experience of creating a business (Alsos & Kolvereid, 1998; Birley & Westhead, 1993). Alsos and Carter (2006) defined inexperienced or novice entrepreneur as an individual who does not hold current or previous owner management post in another business. It is also called the entrepreneur with no former venture ownership skills and experience neither as a business owner nor as a buyer of an independent venture, that now owned a majority or minority ownership stake in an independent business that was neither new nor purchased (Ucbasaran et al., 2008)

1.6.3 Differences between Senior and Novice Entrepreneurs

Various aspects can be looked at when the differences between experienced entrepreneurs and novice entrepreneurs is being discussed about. As it can be obvious, experienced entrepreneur can easily identify, by virtue of his or her experience what is needed to earn profit in a specific market more than novice entrepreneur (Paul Westhead et al., 2004). Human capital theorists suggest that individuals with broader human capital (knowledge, habits, social and personal qualities, cognitive characteristics, creativity and

etc.) resources are believed to achieve more and their productivity levels are high (Becker, 1975). So, in the long run habitual or experienced entrepreneurs gain a significant experience and that may enable them to get more opportunities to advance their human capital more than inexperienced entrepreneurs (Ucbasaran et al., 2008).

Cooper, Gimeno-Gascon, and Woo (1994) state that education, which is one of the elements of the human capital, is a main source of gaining skills, knowledge, problem solving facility and self-confidence. Therefore, Castanies and Helfat (as cited in Ucbasaran et al., 2008) indicate that these qualities give well-educated entrepreneurs the skills and the ability to manage the problems. Accordingly, senior entrepreneurs with previous venture ownership experience are usually to employ extra human capital besides other kinds of capital. Consequently, experienced entrepreneurs are different from inexperienced entrepreneurs (Ucbasaran et al., 2008).

Entrepreneur's cognition is another important difference that can distinguish between senior and novice entrepreneurs. Entrepreneurial cognition is related with the broad use of individual beliefs that has an influence on decision making process. Heuristic thinking is the entrepreneurial framework that is used to process the information. Entrepreneurs with great deal of experience tend to use such framework in an efficient way while novice entrepreneurs consume considerably time to process the information in hand (Paul Westhead et al., 2004).

Westhead et al. (2005) indicate that the cognitive process may identify the differences between persons in performance and behavior. So, the theories of cognitive process tell us how individuals are different when taking decisions. As a result, the cognitive qualities of senior and inexperienced entrepreneurs may differ. However, cognitive theories, like information processing, suggest that experience can outline and has a great influence on individual's cognition (Baron, 2004). Therefore, senior entrepreneurs, contrary to the inexperienced entrepreneurs, can process information easily and learn quickly. Because experience matters for it has an effects on their capacity to gain and organize information. Similarly experienced entrepreneurs are likely to rely on information processing which is based on heuristics (strategies that enable the person to discover or learn something) than novice entrepreneurs (Ucbasaran et al., 2008).

As the name suggests, experienced entrepreneurs have a great deal of experience in creating and owning a business. That is what inexperienced entrepreneur lacks. So, having former experience is what experienced entrepreneurs gives superiority over novice entrepreneurs (Gordon, Davidsson, & Steffens, 2009). In a nutshell, entrepreneurs with former venture ownership and creating experience (experienced or senior entrepreneurs) might have a lot of opportunities to advance their human capital. They keep learning from their previous experience success and pitfalls that must be avoided. The cognitive profiles that are related to the experienced entrepreneurs are different from those linked to the novice or inexperienced entrepreneurs(Ucbasaran et al., 2008).



CHAPTER 2

INDIVIDUAL FACTORS

This chapter displays a review of previous researches and literature that relates to the individual factors. Throughout the chapter, what human individual factors are, how they determine human behavior and how they influence on the entrepreneurs in terms of their entrepreneurial intention will be discussed.

2.1 Human Individual Factors

Social cognitive theory acknowledges the view of human agency in which people are agents proactively involved in their own development and have the ultimate will to make things happen by their own actions. From an agentic view, to produce certain results individuals have the ability to control their own actions (Bandura, 1999). According to the social cognitive theory, individual or personal factors are those of environmental and biological that have an influence on human behavior (Pajares, 2002).

Factors that determine human behavior can be divided into four kinds with two dimensions to each one. First, human biological factors that include common abilities to all mankind. Such factors operate directly through personal behaviors in some circumstances, and indirectly upon that limited determination of the cultures and the backgrounds of communities and individuals. Second, for the purpose of searching about scientific and social study of humanity, these biological factors can be isolated which bring individuals together and enable to determine learning cultures. These factors have an influence on persons' behaviors directly and indirectly on the cultures of individuals and societies. Third, individual learning in terms of one culture rather than another is the product of cultural propensities. They affect the behavior of individuals in some conditions directly and indirectly other historical conditions. Forth, the all other factors can be marked as situational from the angle of the study of cultures (Gastil, 1961).

The model of reciprocal causation employs that individual factors in the form of cognitive and biological factors, behavioral forms and environmental factors all work as interrelating elements that have an influence on human behavior (Bandura, 1999). Bandura's theory of social cognitive (as cited in Pajares, 2002) is different from the human

functioning theory which overstates the role of environmental factors that play in the development of human behavior. Environments and social systems have an effect on human behavior upon psychological mechanisms of the self-system. Social cognitive theory holds that human behavior is affected by individuals' aspirations, emotional conditions, beliefs, self-efficacy, personal standards, and other self-controlling influences (Pajares, 2002). Kroeber and Kluchkhohn (as cited by Gastil, 1961) indicate that these four factors determine people's behavior: individual's biological elements, social environment, physical environment and individual's culture. Gastil (1961) suggests that culture is something that can be learnt and influences on human behavior.

Self-efficacy influence human behavior, motivation and action. Perceived self-efficacy is related to individuals' trust in their abilities to achieve in methods that give them some manipulation and control over actions that have an effect on their lives. People have little desire to persist in the face of difficulties if they don't believe that they can come out the desired outcomes by their own actions (Bandura, 1999). A close explanation of self-efficacy to the previous one is presented by Pajares. He indicates that self-efficacy helps people to determine the outcomes they expect. People who are blessed with confidence expect successful results. For example, students who are very confident in their social skills might expect fruitful and effective social gains. Similarly students who are confident and successful in their academic skills are assumed to expect good marks on their exam records; consequently, such individuals will be successful in their jobs. It is obvious that the opposite is true, vice versa – students who lack confidence in their academic skills anticipate low marks even before they take their exams or begin their course (Pajares, 2002).

As Bandura (1999) indicates there are four main sources that people gain from their self-efficacy. First is mastery experience which is individual's previous performance. The second source of self-efficacy is vicarious experiences. This can be obtained by observing other people's performances. The third source that create individual's self-efficacy is called social persuasions. It is the judgments that are received from the society, from the others. It may be the verbal judgments that others deliver. The fourth which is the last one is physical and emotional states that people use to judge their abilities. For

example, fatigue indicates low physical efficacy. So in this way, to produce a high level of self-efficacy physical status must be enhanced to lessen bad and negative emotional states (Bandura, 1999).

2.2 Entrepreneurship and Individual Factors

There has been always the question of: why some people tend to be entrepreneurs more than some others? In other words, why only some people choose entrepreneurial activities yet others do not? A lot of researches have been made to figure out the individual factors that have an influence on the entrepreneurial intentions of the entrepreneurs. Such factors include skills, culture and social norms, personal motivation, need for achievement, locus of control, self-efficacy need for autonomy (Owoseni, 2014). Each factor were discussed in detail and separate in the following lines.

2.2.1 Education Level

The level of education and skills that an individual has are believed to affect entrepreneur's intentions to engage with entrepreneurial activities (Canedo et al., 2014). Research find out that entrepreneur's educational attainment, experience and skills have an influence on their motivation (Robles & Cordero-Guzman, 2007). Another research revealed that the levels of entrepreneurs' education and skills affect personal motivation to start a new business (Dana & Morris, 2007). A good level of education gives people the knowledge and the necessary tools to establish a new venture; it also provides entrepreneurs with the skills that enable them to identify market opportunities (Castano, Mendez, & Galindo, 2015). A Malaysian study that was searching about factors that affecting tendency to sustainable entrepreneurship of small and medium enterprises recommended government agencies and education institutions to give more information about sustainable entrepreneurship. Also the study suggested to arm the people with enough knowledge regarding entrepreneurship, for sufficient skills and competence help individuals to achieve a particular behavior in a better way (Koe, Omar & Sa'ari, 2015).

An empirical research that was carried out by Li, Hoon Oh and Clercq (2016) found that education level has a positive effect on engagement in entrepreneurship. The study emphasized that individuals with high level of education are encouraged more to

start new businesses. In contrast, individuals with low educational levels are unlikely to be motivated to pursue a job involves with entrepreneurial activity (Lofstrom & Wing, 2007). Engagement in entrepreneurship and starting new businesses is expected to be high in the countries that give more importance to their higher education systems. Such higher education institutions produce individuals equipped with knowledge and skills of creating and managing companies. Conversely, education systems with low quality is not supposed to produce individuals who are eager to establish new ventures (Li et al., 2016).

2.2.2 Self-Efficacy

As defined By Bandura (1994), self-efficacy is the person's beliefs to achieve a certain level of performance; it is believed to be one of the most important factors of the cognitive study of entrepreneurial behavior. Entrepreneurial self-efficacy is the ability of individual's belief that she or he is able to achieve different entrepreneurial activities in a successful way (Maresch, Harms, Kailer & Wimmer-Wurm, 2016). A research carried out by Chen (2010) suggests that self-efficacy and entrepreneurial intention have a relationship. Another empirical research that was conducted by Maresch et al (2016) found that there is a direct relationship between entrepreneurship and self-efficacy; entrepreneurship increases people's knowledge, enhances their confidence and nurtures self-efficacy, which, consecutively, improves and boosts their perception that entrepreneurship is profitable choice for them.

2.2.3 Social and Cultural Norms

Social norm is defined by Ajzen (as cited in Koe, Omar & Sa'ari, 2015) as perceived social pressure to do or not to do a certain behavior. It can be opinions, views or influences from reference groups such as families, friends or co-workers who are able to influence a person's intentions. It is believed that it has a positive effect on entrepreneurial intention.

The degree of a certain people of a country think positively towards entrepreneurship and to create a new business is determined by the cultural and the societal norms of that country (Rubio-Banon & Esteban Lloret, 2016). One of the models that

contributed to the research of that analyzed the impact of culture on the level of entrepreneurship is developed by Hofstede (2003).

A study by Koe et al (2015) supported that social norm has an influence on new venture creation and self-employment. Thus, the impact of perceived appeal should not be ignored in understanding people's tendency to sustainable entrepreneurship.

According to Hofstede (2004), culture can find answers for shared human problems through six dimensions that distinguish countries. The dimensions are: long or short term orientation, indulgence and restriction, masculinity or femininity, individualism and power distance. The effect of these dimensions on entrepreneurship through perceptions and attitudes of people in a particular area. In some cultures where masculinity is dominant, studies have shown that when women decrease their participation in undertaking when they feel remote from the current and widespread values of their society and therefore they are unable creating a company or running a business (Quezedo, Izar & Romo, 2010). According to an empirical study carried out by Rubio-Banon (2016), there is no association between levels of masculinity and entrepreneurship rates. Consequently, the level of masculinity cannot be regarded as a dimension of a culture that has an influence on rates of entrepreneurship in the country.

2.2.4 Past Self-employment Experience and Family Background

As revealed by previous research, the decision making process and business performance of the person is affected by his or her former business experience (Dyke et al. 1992). Several studies carried out by Kets de Vries (1977); Hisrich and Brush (1984); Scott and Twomey (1988); Scherer et al. (1989); and Taylor and Thorpe (2004) examining the reasons behind people's willingness of become entrepreneurs have indicated past experience to business, role models and networks as significant. People whose family members or friends are entrepreneurs are possible to build their own venture than those who have not experience of the same level of entrepreneurship experience (Collins & Moore, 1970; Cooper & Dunkelberg, 1984). As suggested by Shapero and Sokol (1982) and Praag and Ophem (1995) the willingness and presence of an opportunity are both

basic prerequisites for self-employment to occur and both were figured out to be improved over experience that has been earned through entrepreneurship.

Krueger & Brazeal (as cited in Sharma & Madan, 2014) suggested that an individual's situational attitudes based on previous and current experiences can affect their entrepreneurial intention. Bandura (1986) has related former entrepreneurial experience to self-efficacy and clinched that former entrepreneurial experience may trigger increased levels of entrepreneurial self-efficacy given the chances ensured by mentoring and learning by doing things at the field. The entrepreneurial tendency is an attitudinal scale which is related to Shapero and Sokol (1982). The theories of Ajzen (1991) are also suggested to be affected by person's former entrepreneurial experience. Several researchers (Shapero & Sokol, 1982; Krueger & Carsrud, 1993; Fayolle & Degeorge, 2006; McMullen & Shepherd, 2006) have studied entrepreneurship education and former entrepreneurial experience together and figured out both of them as major motivators and contributors to the establishment of entrepreneurial intentions given there is a feasibility of entrepreneurship and individual interest.

In spite of the fact that of all the helpful and positive studies mentioned above, the results of Kolvereid & Tkachev (1999) showed that some demographic characteristics such family background and previous experience of self-employment affected entrepreneurial intentions however only through attitudes, subjective norms and professed behavioral control. It has been suggested by Matthews and Moser (1995) and Scott and Twomey (1988) that work experience has an influence on one's interest in an entrepreneurial career and in creating and improving entrepreneurial capabilities (Bird, 1995). Various researchers have stated clarifications as to how it is helpful. For example, Krueger and Brazeal (1994) indicate that previous work experience might possibly advance and increase individual's skills and competencies, principally in identifying business opportunities.

Maxwell and Westerfield (2002) claim that an entrepreneur's innovativeness, which is a part of his/ her abilities, depends mainly on the level of his/her formal education besides any experience related to managerial tasks. The industry experience may be most valued in recognizing the actual (tangible) and abstract needs of the initial stages of the

business (Box et al., 1994; Chandler, 1996). Hart et al. (1995) assume that the knowledge of the industry and related industry networks are vital assets in identifying the new business's need for resources, ensuring those resources, picking up partners and forming flexible contracts with those who provide the resources.

A study conducted by Samuelsson (2001), confirmed that experience in alike industry was positively associated to the development and improvement of innovative businesses. Lee & Tsang (2001) indicated that the managerial experience gained through working in industrial companies is the controlling factor that influences the growth of business. Smith and Smith (2000) indicate the capitalists of venture notice that the experience of the industry is firmly associated with the business processes, models, or products suggested for providing funds as the most significant traits of the team. Numerous authors have also highlighted upon the significance of technical experience of the industry in creating entrepreneurship (Shrader & Siegel, 2007; Oakey, 2003). New studies by Wadhwa et al. (2009) also stressed upon the industry experience to be related to entrepreneurs. The researchers distributed questionnaires to 549 company founders in a diversity of industries, like service, health care, electronics, defense, computers and aerospace. A large number of participants had worked as employees at other firms for more than six years before starting their own business. Nearly half of the people surveyed started up their first business with more than ten years of work experience. Noteworthy percentages of respondents started their first ventures after working eleven to fifteen years (23.3%), sixteen to twenty years (14.3%), or greater than twenty years (10.3%) for someone else.

2.2.5 Personal Intelligence

Intelligence was defined by Wechsler (1944) as the collective or global ability or capability of the person to do things in a purposive manner, to think realistically and reasonably, and to deal effectively with his surroundings. Gardner (2006, 2007) says that intelligence is related to both the individual's decisions and capacities of persons. This capacity evolves and rises according to the dominant culture, values and opportunities. Likewise Demirel and Tikici (2010) theorized that when education becomes the base of capacity and main multiple intelligence area rather than trying to appropriate people into

specific patterns, the characteristics of left brain and right brain will become stable and balanced and, consequently, a society that has a strong entrepreneurial soul will be produced. A survey that was conducted by Gilad et al. (1989) which involved 86 small business owners and 21 managers of small business in New Jersey showed that entrepreneurs have spent some time thinking about the available business opportunities and development in contrast to their non-entrepreneurs bosses, thus supporting the opinion that individuals with entrepreneurship spirit have better cognitive capacity. Authors have asserted diverse kinds of intelligence and their consequence on entrepreneurs and entrepreneurship.

As indicated by Hartog et al. (2010) the influence of technical and social intelligence is higher for entrepreneurs than for employees while the influences of mathematical and verbal capacity are much robust for employees. The type of intelligence that is related to creative, particularly, may be a forecaster of success in newly established business that involves technological competition (Shane & Venkataraman, 2000). There is a direct relationship that links practical intelligence to entrepreneurial processes and entrepreneurial traits (Baum et al., (2001).

Sternberg (2004) suggests that effective entrepreneurship necessitates a mixture of creative, analytical, and applied facets of intelligence that, in merging, establish effective and high intelligence. Successful and effective intelligence is not only a subsection of its elements (practical abilities, creative and analytical), is required for entrepreneurial success. Nevertheless, there is other perspective by Gartner (1988) that suggests that general intelligence is an individual-centric variable that does not exceed in elaborating variances in the behavior of entrepreneurs. As far as it is known, there are little studies on influence of academic intelligence on the intentions of prospective entrepreneurs.

Small studies (De wit & Van Winden, 1989; Dewit, 1993) have been conducted on figuring out a link that associates self-employment tendency to the IQ Scores. The found results displayed that IQ Scores of individuals aged twelve had a positive and substantial impact on self-employment tendency in sometime late in the future. Other new study on this field is carried out by Wadhwa et al. (2009). The researchers conducted a survey that participated 549 business founders in a diversity of industries and examined

the academic's performance of the persons who created the company. The study discovered that seventy five percent of the founders were among the best thirty in terms of their academic achievement in the secondary school class, with a majority ranking their academic achievement among the top ten percent. Sixty seven percent of the company founders rated their performance in academics among the highest thirty percent of their undergraduate class, but a smaller percentage graded their performance among the highest ten percent. The above-mentioned study shows that intelligence that relates to the academic could be a main element affecting entrepreneurship among the pupils. Sharma and Madam (2014) suggest that the field needs more consideration from the researchers and better understanding in this area.

2.2.6 Need for Achievement

According to Morris et al (as cited in Qian, 2014), strain theory and rational choice theory propose that entrepreneurs face the conflicts of interest between individual needs and the business. Most of the time, entrepreneurs are inspired and motivated by the need for independence and achievement, and financial rewards are a gauge of this achievement. Gergan indicates (as cited in Farouk, Karam & Sami, 2014) that in a modern society where individuals are required to give always the best of themselves to restrict, the future entrepreneur is looking for the social acknowledgement, recognition and self-realization. One of the major qualities of the entrepreneurial behavior is the need of accomplishment that is the need to be outstanding and to reach distinctive objective in an objective of personal accomplishment. This need for accomplishment is normally more significant than the persons who favor spots comprising a challenge in spots creatures of routine. Somewhere, the entrepreneurship is the outcome of a professional occupation, individuals begin by being remunerated and consequently they become an entrepreneur.

McClelland (1967) indicated that achievement motivation is a vital factor provides some light to the entrepreneurship approach and challenges, especially for the motivational nature of the entrepreneurs. An individual who has characteristics of high need for achievement that appreciates and wills to take responsibility, prefers solving problem without any support, takes risk, and respects all outcomes of his or her own decision (McClelland, 1967; Sesen, 2013). Works by Clelland (1961, 1965, & 1969)

promoted this view of need for achievement as being a crucial attribute of an entrepreneur and put up to his development. Nowadays, the significance of this characteristic cannot be ignored, but also it might be considered as being an indicator. That is to say, the need for accomplishment can assist to differentiate, in a population, the creators from the not creators (Farouk et al, 2014).

2.2.7 Desire for Autonomy and Independence

Some researchers, Kirkwood, Walton and Lee (as cited in Ximenes & Chiripand, 2014) found that person decides to become an entrepreneur is because they intend to be independent and not to be employee for others. These studies presented the basic difference between the role of a person becomes entrepreneur and a person working for other people. According to Davidsson (as cited in Farouk et al, 2014), the need for independence is present with individual who desires to establish their own purposes in the first phase, to advance the planned actions and to confirm themselves the comprehension of their aims in the second phase. These individuals try to keep themselves away from the restrictions, the roles established in organizations, and then they select a self-governing activity. The individuals who enjoy a great extent of independence and spirit of autonomy would likely feel at comfort in an entrepreneurial activity. According to Janssen (2006), this will generally spotted and noticed in the entrepreneurs who spent several years in the service of a society. Then he or she feels the need to create his or her own business, to make his or her own experiences. Working in accordance with rules which the entrepreneur fixed himself, he or she creates his or her own workspace, he or she sets a work environment which fits her or him most, and which suits most to its culture. Because of the many years of experience, he or she feels a need of freedom, auto control and independence.

2.3 Entrepreneurship and Individual Factors for Senior and Novice Entrepreneurs

A classification of 'senior' and 'novice' entrepreneur have been used in this study. The influence of individual factors upon senior and novice entrepreneur can be different. According to Burger-Helmchen (2012) senior entrepreneurs are independent people and desire for autonomy and independency is one of the key individual factors. Successful and

effective entrepreneur is someone who wills to perform things autonomously and in line with this objective, he assumes the risks. It is impractical for individuals with entrepreneurship characteristics to be entrapped in firm bureaucracy and they are skilled and able of repelling against regulations or forcing to change rules so as to realize their objectives. They are capable at acting individualistically and independently.

Entrepreneurs are individuals who make a difference in contrast to others. For an entrepreneur, independency means stepping forward freely without relying on anybody while taking decisions and it also means to act escaping rules, procedures and social limitations. Entrepreneurs don not make all unilateral decisions only by themselves but they intend to be the only power while making the most significant decisions (Cansız, 2007).

Self-efficacy was listed under the individual factors and it is one of the main concepts of social-cognitive theory. It has been defined as the belief that a person is able of accomplishment in a particular manner and how to be successful when he is faced by difficulties and problems (Bell-Gredler, 1986). There are four sources that have influence on one's beliefs about their self-efficacy: emotional situation, verbal persuasion and physiological and vicarious experiences, and enactive mastery experiences. Enactive mastery offers the most accurate suggestions about capacity of combining sources together for accomplishment. While one's accomplishments increase the view of self-efficacy, recurrent shortcomings and lack of success can lower the view of self-efficacy. Nevertheless, experiences of enactive mastery do not comprise simple accomplishments.

People with only simple accomplishments can easily suffer from the loss of their bravery when they are faced by failure (T. Burger-Helmchen, 2012). One has a good reason to believe that the actions taken, or processes applied by more senior entrepreneurs during business development would be dissimilar to that of someone who has never tried it before, namely novice entrepreneurs (Westhead, Ucbasaran, & Wright, 2005). For example, human capital effects such as experiential learning might simplify the short-cutting of some processes; so complete re-learning of what to do during formation should not be requisite each time a company is built, or otherwise learning might boost opportunity detection (Corbett, 2007).

Alsos and Kolvereid (1998) found that senior entrepreneurs had a different growth process than novices; with serial founders seemingly under more time pressure and fulfilling more development activities than novices. Also, that while no more likely to get up and running than novices, it seems serial founders were more likely to cease trying to pursue a venture. This type of conclusive action, where early losses are cut, is one that Sarasvathy (2001) proposes is typical of, and distinct to, expert entrepreneurs.

As per Becker (1975) senior and novice entrepreneurs have some difference levels in the qualities of human capital profiles (motivation, human cognitive mindset, perceived skills and etc.). Human capital theorists suggest that individuals with broader human capital (knowledge, habits, social and personal qualities, cognitive characteristics, creativity and etc.) resources are believed to achieve more and their productivity levels are high. So, in the long run experienced entrepreneurs gain a significant experience and that may enable them to get more opportunities to advance their human capital more than inexperienced entrepreneurs (Ucbararan & Alsos, 2008).

CHAPTER 3

A RESEARCH ON SENIOR AND NOVICE ENTREPRENEURS

This chapter presents a detailed description of the research methodology, data analysis and findings. Research methodology includes a description of the research design, sampling techniques, and instrumentation. Data analysis section covers analysis techniques and hypothesis testing. This chapter explains how the data was collected, analyzed and what techniques used.

3.1 Theoretical Model and Hypothesis

Entrepreneurship has a more fundamental role for economies of developing countries for it is viewed as an engine of economic development, job creation and social adjustment. As a consequence, new business formation or small business growth is widely encouraged by national economic policies to boost economic growth and wealth creation of nations (Gurol & Atsan, 2006). There has been always the question of: why some people tend to choose entrepreneurial activities yet others do not? According to the social cognitive theory, individual or personal factors are those of environmental and biological that have an influence on human behavior. Such factors include self-efficacy, education, intelligence, need for achievement, locus of control, and need for autonomy (Owoseni, 2014). So, figuring out and examining what personal factors can determine the individual's tendency to entrepreneurial activity might contribute to the entrepreneurship studies which is significant to the economies of developing countries.

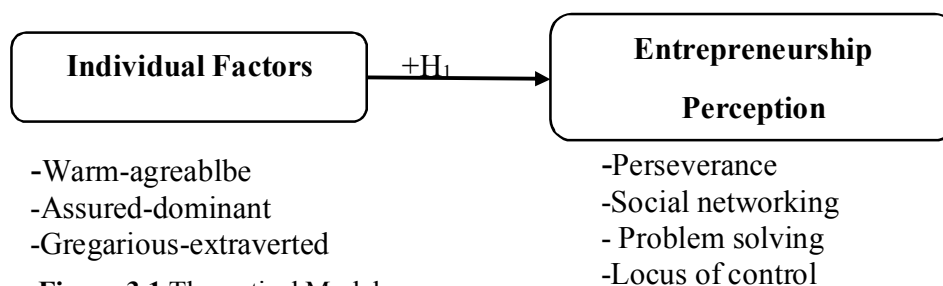


Figure 3.1 Theoretical Model

The study tried to answer this main research question: “Do individual factors have different influence on entrepreneurial intention of senior and novice entrepreneurs?” The individual factors are potentially related to the formulation of people’s entrepreneurial intentions. Personality traits (like intelligence, self-efficacy, locus of control and family

background), previous experience, and education are all the factors that determine individual's propensity to entrepreneurial activity (Canedo et al., 2014). Based on that, the following hypothesis has been proposed:

H1: individual factors have different influence on entrepreneurial perception of senior and novice entrepreneurs.

The hypothesis of the research holds that there is a positive relationship between individual factors and entrepreneurial experience. The research aimed to prove that individual factors have different influence on novice and senior entrepreneurs (Figure 3.1).

3.1.1 Aim, Importance and Scope of the Research

Entrepreneurship is a great promotor of economic growth and job creation for nations (Castaño et al., 2015). The role of entrepreneurship as the dynamic force of economic development can be found its most obvious foundation in Joseph Schumpeter's theory of long waves (UN, 2004). Better entrepreneurship activities create new opportunities that, in turn, enhance the development and the growth of the economics.

The main aim of this study was to figure out the relationship between human individual factors and entrepreneurship. The study examined the effect of individual factors on senior, which is meant in here experienced entrepreneurs and novice entrepreneurs. The study examined if the individual factors of both senior and novice entrepreneurs have a different impact on their entrepreneurial perception. It was hoped that this research would provide useful findings to the profit seeking companies, individuals who intend to begin their own business, research centers and institutions that interest and involved in the research of entrepreneurship. This study also would be beneficial to the academicians and young researchers who might intend to conduct a research about this subject.

3.1.2 Scale Measurement

The primary data of this research have been collected through questionnaire. The questionnaire consisted of three parts. The first part of the questionnaire was about demographics of the respondents. The second part was about the measure that related to

the entrepreneurship. While the third was about the measure that related with individual factors. The questionnaire contained some customized demographic questions that were intended to distinguish between the senior and the novice entrepreneurs.

The adopted scale of the entrepreneurship measurement was developed by Buang (2012). It consisted of 63 items that measure the dimensions of perseverance, competence, formulation, problem solving, social networking and fitness (health status) of the entrepreneurs. The scale of the measure was in the type of 5 points Likert scale, ranging from “1. Strongly disagree” to “5. Strongly agree”.

The third part which measured the individual factors (personality) was adopted by the study of Markey and Markey (2009). This measure contains 32 items and named as Interpersonal Circumplex (IPC) and is actually based on the Five-Factor Model of personality (FFM). This model encompasses five dimensions: extraversion, agreeableness, conscientiousness, neuroticism and openness to experience. The scale of the questionnaire was in the type of 5 points Likert scale ranging from “1. Strongly disagree” to “5. Strongly agree”.

3.1.3 Population and Sample

The target population of the study was experienced entrepreneurs and novice entrepreneurs running their companies in Turkey. According to the Ministry of Customs and Trade of Turkey (2014), the number of registered companies was 1351212 in 2014. To determine the sampling, Slovin's formula was used. Tejada and Punzalan (2012), when the N (population) is given so as to determine the sample (n). Slovin's formula is computed as; $n = N / (1 + N * e^2)$, where n= sample size, N= population size and e= margin of error (5%). Based on this formula, the expected sample size was calculated as 399. A survey that consists of 494 questionnaire was distributed to the companies, namely the owners and the shareholders. A large number of these questionnaires was distributed to the companies that located in the industrial zone of Konya. The rest was distributed to companies that operate in Ankara (OSTIM), Trabzon and Erzurum. The valid questionnaires that have been obtained in return was 318. Hence, the survey had about 65% of response rate. When considering the techniques used in the data analysis method

(Exploratory Factor Analysis and Structural Equation Modeling) it was estimated that the sample size was adequate (Hox & Bechger, 2006). Respondents of the survey included both small business and large corporation owners. The sectors of the companies were significantly various: food, machine, metal, textile, service, electricity, energy and so on.

3.1.4 Limitation of the Study

Although the research has realized its aim, there were some constraints and limitations. Geographically, this research is limited to Turkey and conducted in the senior and novice entrepreneurs whose companies operate in Konya, Ankara, Trabzon and Erzurum. The study also employed quantitative method with 381 sample size.

3.1.5 Reliability and Validity

For validation, the questionnaire was submitted to four researchers. As a result, to clarify the questions more, some questions were rephrased. Cronbach's Alpha reliability coefficients for internal consistency of entrepreneurship (63 items) and individual factors (32 items) were 0.94 and 0.77 respectively (Table 3.1). The results of reliability test suggested that the internal consistency of the items of entrepreneurship is very good while the one of the individual factors is good enough.

Table 3.1 Reliability Test (n=318)

Variables	Items	Cronbach's Alpha
Entrepreneurship	63	0.95
Perseverance	11	0.78
Social Networking	6	0.73
Problem Solving	6	0.76
Uncertainty Tolerance	5	0.66
Locus of Control	4	0.65
Delegation	4	0.54
Resilience	3	0.60
Individual Factors	32	0.77
Warm-Agreeable	4	0.77
Unassuming-Ingenuous	4	0.41
Unassured-Submissive	4	0.25
Aloof-Introverted	3	0.58
Cold-Hearted	3	0.57
Arrogant-Calculating	4	0.61
Assured-Dominant	4	0.60
Gregarious-Extraverted	3	0.62

3.1.6 Pilot Study

In order to test the validity of the measures and the questionnaire, a pilot study was carried out. Pilot test performed by 35 valid questionnaires which was distributed to different entrepreneurs and company owners in Konya. In the course of analyzing the pilot data, two items (I am able to handle many conflicting decisions in my business with patience, I believe in working not more than eight hours a day regardless of how much work to do) that seemed to be confusing or misleading have been removed. In addition some questions were reworded. So, the new survey contained 63 items of entrepreneurship measure and 32 items of individual factors measure.

3.2 Data Analysis and Findings

This section provides the findings of the empirical research. Statistical Package for Social Science (SPSS) 22.0 was used to analyze the primary data obtained from the survey and the explanatory factor analysis AMOS was used to conduct SEM (Structural Equation Modeling) test. A path analysis was used to test the proposed hypothesis. .

3.2.1 Demographic Findings

According to the demographic data (Table 3.1), majority of the respondents were male. Regarding the marital status of the respondents, the married ones was dominant. More than half of the respondents' age fell in the 35-49 age category. The demographic data also showed that most of the respondents had Bachelor's degree or went to high school. A very small percentage of the respondents only had primary school as their education level. Majority of the people surveyed had started up a new business once, while approximately half of that number started up business two to three times. When respondents asked about the number of ventures (businesses) they currently own, an overwhelming number said they have only one business, while another small number of participants had two to three businesses. As the data revealed, a large percentage of the respondents considered themselves as senior or well experienced and competent entrepreneur. On the other hand, the percentage of novice entrepreneurs was low compared to the senior ones. Considering the experience of the respondents, a large number of respondents had more than ten years of experience.

Table 3.2 Respondents' Demographics

		Frequency	Percent (%)
Gender	Male	283	89
	Female	34	10.7
	Missing	1	0.3
	Total	318	100
Marital Status	Married	274	86.2
	Single	41	12.9
	Missing	3	0.9
	Total	318	100
Age	Under 18	1	0.3
	18-24	6	1.9
	25-34	83	26.1
	35-49	170	53.5
	50-65	54	17
	Above 65	3	0.9
	Missing	1	0.3
	Total	318	100
Education	Primary School	16	5
	Intermediate School	18	5.7
	High School	89	28
	Vocational High School	33	10.4
	Associate Degree	18	5.7
	Bachelor's Degree	123	38.7
	Master's Degree	21	6.6
	Total	318	100
Number of Times Started up a Business	Never	6	1.9
	Once	199	62.6
	2-3 times	92	28.9
	4-6 times	15	4.7
	7-9 times	2	0.6
	10-15 times	0	0
	More than 15 times	0	0
	Missing	4	1.3
Number of Business You Own	Total	318	100
	None	7	2.2
	1	239	75.2
	2-3	62	19.5
	4-6	7	2.2
	7-9	0	0
	10-15	0	0
	More than 15	0	0
Experience of the Entrepreneur	Missing	3	0.9
	Total	318	100
	Novice/inexperienced	76	23.9
	Senior/experienced	242	76.1
Work Department	Total	318	100
	Top Management	298	93.7
	Marketing and Sales	7	2.2
	Human Resource	13	4.1
Number of Years of Experience	Total	318	100
	Less than 1 year	3	0.9
	1-3	19	6
	4-6	24	7.5

7-9	41	12.9
10-15	91	28.6
16-19	48	15.1
More than 20	91	28.6
Missing	1	0.3
Total	318	100

As shown in the primary data (Table 3.2), all most all of the respondents were the owners or the shareholders of the company (top management). About half of the companies surveyed had more than fifty employees while a large number of the companies' employees was less than ten employees. When looking at the business sector, it can be found that most companies' sector was machine and service. Other small percentage include food, electricity and energy, textile, metal and others. The legal status of more than half of the companies that have been surveyed was sole proprietorship. Another good number was limited company. And lastly, considering the number of shareholders of the company, many respondents had one or two shareholders.

Table 3.3 Respondents' Demographics

		Frequency	Percent (%)
Operating Life of the Company	Less than 1 year	3	0.9
	1-3	19	6
	4-6	24	7.5
	7-9	41	12.9
	10-15	91	28.6
	16-19	48	15.1
	More than 20	91	28.6
	Missing	1	0.3
	Total	318	100
Number of Workforce	Less than 10	200	62.9
	10-49	82	25.8
	50-99	22	6.9
	100-249	9	2.8
	250-499	1	0.3
	500-999	1	0.3
	2000+	2	0.6
	Missing	1	0.3
	Total	318	100
Business Sector	Machine	64	20.1
	Electricity and Energy	21	6.6
	Automotive	18	5.7
	Food	55	17.3
	Textile	29	9.1
	Service	95	29.9
	Metal	24	7.4

	Others	9	2.8
	Missing	3	0.9
	Total	318	100
Legal Status of the Company	Sole Proprietorship	185	58.2
	Unlimited Company	9	2.8
	Limited Company	84	26.4
	Incorporated Company	37	11.6
	Others	1	0.3
	Missing	2	0.6
	Total	318	100
Number of Shareholders	1	18	5.6
	2	38	11.9
	3	18	5.6
	4	7	2.2
	5	1	0.3
	6	2	0.6
	7	1	0.3
	10	1	0.3
	Missing	231	72.6
	Total	318	100

3.2.2 Exploratory Factor Analysis of the Entrepreneurship Measure

Exploratory factor analysis operates on the notion that measurable and observable variables can be decreased to fewer latent variables that have a common variance and are unobservable, which is known as reducing dimensionality (Bartholomew, Knott & Moustaki, 2011). The main aim of exploratory factor analysis is to summarize data so that relationship and patterns can be easily explained and understood. It is usually used to regroup variables into a limited set of clusters based on shared variance. For this reason, it helps to isolate constructs and concepts. To insure that the observed variables have similar patterns and the components are interrelated, an exploratory factor analysis was employed (Yong & Pearce, 2013).

An exploratory factor analysis conducted for the entrepreneurship measure which had 63 items data gathered from 318 participants. Kaiser-Meyer Olkin measures adequacy of the sample and it is used to contrast between the extents and the scales of the observed correlation coefficients in relation to the extents of the partial correlation coefficients. Large KMO values are considered to be good for correlations between pairs of variables can be elaborated by the other variables (Yong & Pearce, 2013). An examination of the

Kaiser-Meyer Olkin measure of sampling adequacy suggested that the sample was factorable $KMO=0.874$. The least recommended sample for conducting exploratory factor analysis is 100. Some scholars suggest the following scale of sample size adequacy: 50 – very poor, 100 – poor, 200 – fair, 300 – good, 500 – very good, and 100 or more – excellent (Pearson & Mundform, 2010). The fact that the KMO value is higher than 0.70 indicates that the variables are related to each other, share common factor and were patterned relationships between the items (Bartholomew, Knott & Moustaki, 2011). The Bartlett's Test of Sphericity test, which tests the hypothesis that the correlation matrix is equal to the unit matrices, had a statistically significant result, $\chi^2 = 4292,931$, $p < 0.000$. After determining that the factor analysis for the entrepreneurship structure can be applied, factor analysis based on the "varimax" vertical rotation method was performed. The explanatory factor analysis of entrepreneurship suggested that the scale had seven components namely, perseverance, social networking, problem solving, uncertainty tolerance, locus of control, delegation and resilience. In the course of factor analyzing, three items have been removed ("I will feel comfortable if work tasks are clearly defined"; "I feel that I cannot keep up with the current needs of my business to expand"; "I wonder if I have the capability to sustain my business") for they equally loaded to more than one component. The eigenvalues, variance and the reliability (α) coefficients of the entrepreneurship dimensions are given in (Table 3.4). The dimensions have an eigenvalue above 1 and total variance of %51.31. Compound variables were generated as suggested by the exploratory factor analysis and based on the other succeeding analysis of the study.

Table 3.4 Exploratory Factor Analysis of the Entrepreneurship (n=318)

KMO (Kaiser-Meyer-Olkin Measure) of Sampling Adequacy=		0.860					
(Bartlett's Test of Sphericity) Approx. Chi-Square (χ^2) =		4292,931					
df =		741					
Sig. =		0.000					
	C1	C2	C3	C4	C5	C6	C7
I have a strong sense of vision to succeed that keep myself going	0.644						
I am always clear what to do regardless of the business problems I have.	0.595						
I do a lot of brainstorming with my partner(s) or staff(s) to formulate creative idea(s).	0.562						
I work fast by organizing my business activities according to priorities and timelines	0.556						
I do not automatically accept what I see and hear about my business.	0.550						
I can accept failures as part of the learning process in business.	0.550						
I tolerate the pressure to grow my business further within the limited resources.	0.528						
I usually finish my work task adequately and on schedule.	0.526						
I can accept other people's views for my business	0.521						
I don't allow myself get stuck by keep looking to the future of my business.	0.518						
I gather relevant and up-to-date information of an issue before taking a position.	0.413						
I tell my feeling of doubts to my business partner(s) or staff(s).		0.650					
I search for information on how to strategically allocate my limited resources for efficiency (i.e. time, money, equipment, space etc.).		0.643					
I am very capable of adapting to change in my business environment (i.e. resource supply, government policy, cost of materials, consumers' trend, loss of good employees etc.).		0.607					
I am willing to spend my time and energy to help my business partner(s) or staff(s) in need.		0.582					
I accept my client's comments to improve my product(s).		0.492					
I make a point to learn from different cases of problems.		0.446					
I evaluate all new evidences that come with my business problem(s).			0.720				
Once I have set out on the path to solution, I follow through it myself till end.			0.689				
I enjoy the feeling of autonomy to steer my business towards success.			0.564				
I am affected when my clients express their feelings of dissatisfaction.			0.546				
I feel intrinsically rewarded when I can solve a problem.			0.529				
I believe in working as a team with my business partner(s) or staff(s) to accomplish a task.			0.445				
I tolerate ambiguity of what I should do to achieve my business goal.				0.719			
I manage change in my business organization by taking one step at a time.				0.588			
I can accept sudden heavy workload in the last minute (i.e. customers' order; project's change of timelines, etc.).				0.521			
I keep studying the market trend of my product(s) to adjust my strategy.				0.492			
I even become more strongly motivated if I have not yet achieved success.				0.426			
I believe customers have to adapt to my product.					0.703		
I usually formulate a series of steps to close the gap between the current position of my business and the desired goal.					0.607		
I am healthy and fit most of the time since I run my business.					0.420		
I know when the time is right to act when change in strategy is inevitable.					0.417		
I hand over to someone I trust to handle my staff(s)'s work problems.						0.605	
I keep giving assistance or encouragement to deepen social support to my staff (s) when resolving conflict.						0.517	
I have to think of myself during critical times and let my staffs take care of themselves.						0.487	
I rely heavily on my staff(s) to report on the sales performance.						0.423	
I have a lot of stamina almost every day since I run my business.							0.777
I persist discussing with my partner(s) on any decision even though it's difficult.							0.777
Overall, the performance of my business is getting better each year.							0.756

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 13 iterations

Name of Component	Eigenvalu	Variance	α	Name of Component	Eigenvalu	Variance	α
C1: Perseverance	9.67	24.78	0.78	C4: Uncertainty Tolerance	1.77	4.53	0.66
C2: Social Networking	2.30	5.80	0.73	C5: Locus of Control	1.61	4.13	0.65
C3: Problem Solving	1.95	5.01	0.76	C6: Delegation	1.43	3.66	0.54
Total Variance	%51.31			C7: Resilience	1.32	3.40	0.60

3.2.3 Structural Equation Modelling

Structural Equation Modeling (SEM) is a very general statistical modeling technique, which is widely used in the behavioral sciences (Skrondal & Rabe-Hesketh, 2007). It can be viewed as a combination of factor analysis and regression or path analysis. The interest in SEM is often on theoretical constructs, which are represented by the latent factors (Hox & Bechger, 2006). The relationships between the theoretical constructs are represented by regression or path coefficients between the observed variables, which provides the alternative name covariance structure modeling. Structural Equation Modeling provides a very general and convenient framework for statistical analysis that includes several traditional multivariate procedures (Baum, 2016).

When conducting SEM, a good general rule for sample size is 15 cases per predictor in a standard ordinary least squares multiple regression analysis. Since SEM is closely linked to multiple regression in some respects, 15 cases per measured variable in SEM is not unreasonable, 200 cases is much better (Skrondal & Rabe-Hesketh, 2007). But the general recommendation is to collect and get more data whenever possible (Texas, 2012). The method most commonly used for estimation is Maximum Likelihood (ML) estimation, which adopts multivariate normal data and reasonable sample size, e.g. about 200 observations (Hox & Bechger, 2006). Statistical tests for model fit have the problem that their power differs with the sample size. When the sample is large, the statistical test will nearly definitely be significant. Given the sensitivity of the chi-square statistic for sample size, researchers have suggested a diversity of alternative fit indices to evaluate the model fit. All goodness-of-fit measures are some function of the chi-square and the degrees of freedom (Baum, 2016). Typically the process of SEM begins from portraying a model, the path diagram which contains of boxes and circles that are connected by arrows. Observed (or measured) variables are signified by a rectangle or square box, and latent (or unmeasured) variables are signified by a circle or ellipse (Baum, 2016).

Considering model fit, researchers use several goodness-of-fit indicators to evaluate the model. These fit indexes determine model fit. Generally, if the majority of the indexes show a good fit, there is undoubtedly a good fit (Schreiber, Stage, King, Nor, & Barlow, 2006). The goodness-of-fit (GIF) and adjusted GIF attempt to adjust the GIF

for complexity of the model. Two other well-known measures are the Tucker-Lewis Index (TLI), better known as the Non-Normed Fit Index or (NNFI), and the Normed Fit Index (NFI). If the model fits perfectly, the fit indices should have the value 1. Usually, a value of at least 0.90 is required to accept a model, while a value of at least 0.95 is required to judge the model fit as ‘good.’ However, these are just rules of thumb for relatively contemporary approach to model fit is to accept that models are only approximations, and that perfect fit may be too much to ask (Texas, 2012).

The Chi-square value is the traditional measure for evaluating overall model fit and, measures the magnitude of difference between the sample and fitted covariances matrices (Hooper, Coughlan & Mullen, 2008). Low chi-square relative to degrees of freedom ($\chi^2/ df \leq 3$) with an insignificant p value ($p > 0.05$) is accepted. Chi-square is the test which makes a statement or claim regarding the nature of the distribution for the whole population. The data in the sample is observed and scrutinized so as to see whether this distribution is consistent with the hypothesized distribution of the population or not (Bolboacă, Jäntschi, Sestraş, Sestraş & Pamfil, 2011). The chi-square test is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies in one or more categories (Diener-West, 2008; Sharp, 1979).

The RMSEA (Root Mean Square Error of Approximation) is an index of the difference between the observed covariance matrix per degree of freedom and the hypothesized covariance matrix which denotes the model. It produces a better quality of estimation when the sample size is large compared to smaller sample sizes. The RMSEA also takes the model complexity into account as it reflects the degree of freedom as well (Cangur & Ercan, 2015).

The RMSEA tells us how well the model, with unknown but optimally chosen parameter estimates would fit the populations’ covariance matrix. In recent years it has become viewed as ‘one of the most informative fit indices’ due to its sensitivity to the number of estimated parameters RMSEA value smaller than 0.05, it can be said to indicate a fit close to the analyzed data of the model while it shows a fit close to good when it gives a value between 0.05 and 0.08. A RMSEA value falling between the range of 0.08 – 0.10

is remarked to indicate a fit which is neither good nor bad (Hooper, Coughlan & Mullen, 2008).

The RMR (Root Mean Square Residual) and the SRMR (Standardized Root Mean Square Residual) are the square root of the difference between the residuals of the sample covariance matrix and the hypothesized covariance model. An SRMR of 0 indicates perfect fit but it must be noted that SRMR will be lower when there is a high number of parameters in the model and in models based on large sample sizes (Hooper, Coughlan & Mullen, 2008). The closer RMR is to 0, the better the model fit. Rule of thumb: RMR should be $< .10$, or $.08$, or $.06$, or $.05$ or even $.04$ (Bian, 2011).

There are more than ten different fit indices to choose from to determine how well the theoretical model is at forecasting endogenous variables. The below table (Table 3.5) provides short list of fit indices used in SEM (Jones & Bortlett, 2014).

Table 3.5 Indices of Fit of SEM

Shorthand	Index of Fit	Model is Accepted if
GFI	Goodness of Fit	Exceeds .90
AGFI	Goodness of Fit	Exceeds .90
RMR	Root Mean Square Residual	0 indicates perfect fit
RMSEA	Root Mean Square Error of Approximation	Is less than .06 to .08
χ^2	Chi-square	$\chi^2/df \leq 3$

Source: (Jones & Bortlett, 2014; Schreiber et al., 2006).

3.2.4 Confirmatory Factor Analysis of Individual Factors Measure

Confirmatory factor analysis (CFA) is a method to identify which variables load onto which factors. It gives an idea which variables are going to load and how (Jones & Bortlett, 2014). The loadings of all variables not associated to a given factor. For a rational number of parameters, the factor correlation can be evaluated directly from the analysis (rotations are not needed) (ICPRS, 2011). When a CFA is conducted it is used a hypothesized model to forecast a population covariance matrix that is compared with the observed covariance matrix. Technically, the aim is to reduce the difference between the estimated and observed matrices (Schreiber et al., 2006).

In the course of conducting CFA, some dimensions were removed from the analysis according to their low loading on factors. The removed dimension from both individual factors and entrepreneurship were: resilience, delegation, uncertainty tolerance, aloof-introverted, cold-hearted and arrogant-calculating. The table (Table 3.6) below shows the covariance matrix of the variables.

Table 3.6 Standardized Residual Covariance

Dimensions	Individual Factors		Entrepreneurship			
	Gregarious-extraverted	Warm-agreeable	Problem Solving	Locus of Control	Social Networking	Perseverance
Gregarious-extraverted	.000					
Warm-agreeable	.610	.000				
Problem Solving	.323	-.007	.000			
Locus of Control	-.582	-.424	-.019	.000		
Social Networking	.007	.376	-.456	.966	.000	
Perseverance	-.209	-.105	.261	.000	-.226	.000

3.2.5 SEM Analysis of Entrepreneurship and Individual Factors

The path analysis that was developed by Sewall Wright, is a method employed to determine whether or not a multivariate set of nonexperimental data fits well with a particular causal model. Each oval symbolizes a variable (latent) (Wuensch, 2016).

The hypothesis of the study was holding that individual factors have different influence on entrepreneurial perception of senior entrepreneurs and novice entrepreneurs. A SEM analysis was performed to assess the relationship between individual factors and entrepreneurship. The results of SEM model in (Table 3.6) suggested that there is a direct relationship between individual factors and entrepreneurship. But individual factors have greater positive effect on senior (experienced) entrepreneurs than it have on novice,

Table 3.7 Fit Indices Table

			Estimate	S.E.	C.R.	P
Entrepreneurship	<-	Individual Factors	.640	.076	8.387	***
Perseverance	<-	Entrepreneurship	1.016	.084	12.128	***
Social Networking	<-	Entrepreneurship	.917	.094	9.785	***
Locus of Control	<-	Entrepreneurship	.941	.094	10.019	***
Problem Solving	<-	Entrepreneurship	1.000			
Warm-agreeable	<-	Individual Factors	1.000			
Assured-dominant	<-	Individual Factors	-.273	.074	-3.681	***
Gregarious-extraverted	<-	Individual Factors	.610	.082	7.428	***

*** Significant at $p < 0.05$

,inexperienced, entrepreneurs. The standardized regression coefficient of novice entrepreneurs was $R^2 = 0.24$ ($p < 0.000$); while the regression coefficient of senior entrepreneurs was $R^2 = 0.81$ ($p < 0.000$).

Accordingly, the standardized coefficients reveal the strong relationship between individual factors and senior entrepreneurs. At the same time the relationship between the individual factors and novice entrepreneurs is good, but not as strong as the one between the other two variables. Therefore, the hypothesis was supported.

Table 3.8 Summary of Path Analysis of Individual Factors and Entrepreneurship

	n	R	R^2	P-Value
Individual Factors and Novice Entrepreneurs	75	0.49	0.24	0.000
Individual Factors and Senior Entrepreneurs	242	0.90	0.81	0.000

When comparing the two values of the R and R^2 , it is clear that the R value of entrepreneurship for senior entrepreneurs is greater than the R value of entrepreneurship of novice entrepreneurs. Same implies to the values of R^2 of the senior and novice entrepreneurs. Hence, it can be concluded that the positive relationship between individual factors and entrepreneurial perception of senior is stronger than that of novice entrepreneurs. Based on this result, the research hypothesis, H_1 : individual factors have

different influence on entrepreneurial perception of senior and novice entrepreneurs, was supported.



DISCUSSION AND RESULTS

This research aimed to find out the difference impact of individual factors on senior and novice entrepreneurs. The main aim of the study was to examine if individual factors have different effect on the senior and the novice entrepreneurs.

According to Burger-Helmchen (2012) senior entrepreneurs are independent people (desire for autonomy and independency is one of the key individual factors). Successful entrepreneur is someone who aims to act independently and in accordance with this purpose, he carries the risks. It is impossible for an entrepreneur to be trapped in strict bureaucracy and they are capable of resisting against rules or forcing to change rules in order to reach their aims. Another study that was carried out by Kourilsky and Walstad (2002) on high school students discovered that one of the reasons underlining the desire for having their own business is to be able to act independently.

The obtained results suggest that the individual factors affect both senior and novice entrepreneurs in different ways. The senior entrepreneurs were characterized by having more self-confidence, agreeableness, gregariousness, openness to others and having no fear from trying new things and new experiences more than novice entrepreneurs. This suggests that such personal characteristics (individual factors) have a direct effect on the entrepreneurs in terms of their experience (senior or novice – the number of businesses they started up, the number of years of experience and the number of businesses they currently own).

On the other hand, there is good reason to believe that the actions taken, or processes followed by more experienced or senior entrepreneurs during firm gestation would be different to that of someone who has never attempted it before, novice ones (Westhead, Ucbasaran, & Wright, 2005). Alsos and Kolvereid (1998) found that senior entrepreneurs had a different gestation process than novices; with senior entrepreneurs seemingly under greater time pressure and completing more gestation activities than novices. Also, that while no more likely to get up and running than novices, it seems serial founders were more likely to cease trying to pursue a venture. This type of decisive action,

where early losses are cut, is one that Sarasvathy (2001) suggests is typical of, and distinct to expert entrepreneurs.

Experience which embodies here owning a business for a long time or starting up a new business for several times, distinguishes senior entrepreneur from novice entrepreneur. As the obtained results suggested, senior entrepreneurs, who are more experienced in contrast with novice entrepreneurs, are more open to start embracing new experiences and challenges. Contrary to that, novice entrepreneurs are less willing to take on risks. For they lack enough experience, they refrain from trying new things. Entrepreneurs should have a strong sense of vision to succeed and keep them going forward. Accepting the views of other people and customers will probably contribute to the improvement of the business.

Personal individual factors have an influence on human behavior. Besides that the experience which sets senior entrepreneurs apart from novice entrepreneurs, some personal characteristics also showed the difference between the experienced entrepreneurs and the inexperienced entrepreneurs. Senior entrepreneurs are more gregarious (sociable), energetic, excitement-seeking (adventurous), enthusiastic and extrovert than novice entrepreneurs. For the entrepreneur, to build a good relationship with his partners, he should be determined to share his feeling of doubts and worries about the business with his partners.

On the other hand, the results of the study also showed that novice entrepreneurs, according to senior entrepreneurs, are much introverted, less willing to meet new people or make new friends and less tender-hearted, unlikely to show a lot of sympathy. Likewise, entrepreneurs with less experience are not successful in making solid and lasting business relationships, because they lack the necessary self-confidence, guts, boldness and determination of trying new things and meeting new people. By collecting and searching enough information, entrepreneurs can tolerate ambiguity and this can make them take risks and new challenges

CONCLUSION AND RECOMMENDATIONS

The study explored if individual factors affect differently on senior entrepreneurs and novice entrepreneurs. The main objective of the research was to find out the effect of individual factors on entrepreneurship perception comparing between senior and novice entrepreneurs.

The study revealed, as the hypothesis of the research holds, that individual factors have a direct effect on senior entrepreneurs and novice entrepreneurs. But the relationship between individual factors and senior entrepreneurs is much stronger than that between individual factors and novice entrepreneurs. The results showed that the individual factors of senior entrepreneurs have greater effect on their entrepreneurship perception. In contrast, the individual factors have less effect on the entrepreneurship perception of novice entrepreneurs.

In the light of this results, it can be concluded that experience plays a crucial role in creating new ventures and running a business. Experience can be a determinant of the successfulness and sustainability of the business; it equips and provides people with the required communication skills, decision-making techniques, and problem-solving skills that are sought after by every entrepreneur in the business field.

Having more experience in creation of company and running business for a long time could have an influence on someone's behavior. Such experience makes entrepreneurs develop new personal qualities like risk-taking spirit, adventurousness, openness to new experiences and challenges, problem solving skills, and taking reasonable decisions when dealing with challenges faced by the business.

On the contrary, the reality of having less experience of starting up new business can reflect the way inexperienced entrepreneurs behave. The absence of adequate experience can make novice entrepreneurs less willingly to take on risks, less assertive, bashful, and less sympathetic towards others. Inexperienced entrepreneurs might seem less curious about new ideas and unimaginative. They tend to be less creative, resistant to change and content with adopting the normal and conventional approaches.

Despite its limitations on limited area, time frame and sample size, this study should be valuable for the subjects under study. To generalize the results for larger groups, the research should have involved more participants with different demographic backgrounds like culture, age, race, gender etc. A larger sample size and wider area like different countries or different cities in the same country could also improve the future studies. Moreover, a different methodology, for instance in-depth qualitative interviews, can also make difference or improve the results of the future researches.



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Appendix 1: Questionnaire (English)

Dear participant,

This questionnaire is designed to gather information about how individual factors have an influence on entrepreneurial activity of senior and novice entrepreneurs. Your answers will be only used for scientific purposes. Any information identifying the respondents will not be disclosed. Thank you for your time and cooperation in completing this questionnaire.

Ali Şükrü ÇETİNKAYA, PhD

alisukru@selcuk.edu.tr

Shakir Mohamed ABDULLAHI

shaakirmc@gmail.com

Selçuk Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, Kampüs, Konya, Turkey (Tel: +90 332 223 43 52)

What is your gender?	<input type="checkbox"/> Male	<input type="checkbox"/> Female	What is your marital status?	<input type="checkbox"/> Married	<input type="checkbox"/> Single
What is your Age?	<input type="checkbox"/> Under 18	<input type="checkbox"/> 18-24	<input type="checkbox"/> 25-35	<input type="checkbox"/> 36-49	<input type="checkbox"/> 50-65
What is your education level?	<input type="checkbox"/> Primary school	<input type="checkbox"/> Junior Secondary School	<input type="checkbox"/> Senior High School	<input type="checkbox"/> Vocational high School	<input type="checkbox"/> Ph. D.
	<input type="checkbox"/> Associate Degree (Doctorate)	<input type="checkbox"/> Bachelor's Degree	<input type="checkbox"/> Master's degree	<input type="checkbox"/> Ph. D.	
Did you ever engage in any entrepreneurial activity by starting up a business?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Other (specify):				
How many times have you started up a business?	<input type="checkbox"/> Never	<input type="checkbox"/> 1 time	<input type="checkbox"/> 2 – 3 times	<input type="checkbox"/> 4 – 6 times	<input type="checkbox"/> 7 – 9 times
	<input type="checkbox"/> 10 – 15 times	<input type="checkbox"/> More than 15 times.			
How many business do you own?	<input type="checkbox"/> None	<input type="checkbox"/> 1	<input type="checkbox"/> 2 – 3	<input type="checkbox"/> 4 – 6	<input type="checkbox"/> 7 – 9
	<input type="checkbox"/> 10 – 15	<input type="checkbox"/> More than 15.			
Is your current business your first venture? (specify):					
As an entrepreneur, at what level do you consider yourself?	<input type="checkbox"/> Novice	<input type="checkbox"/> Less Competent	<input type="checkbox"/> Competent	<input type="checkbox"/> Very Competent	
	<input type="checkbox"/> Senior/Experienced.				
How long have you been working in this company?	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> 1-3	<input type="checkbox"/> 4-6	<input type="checkbox"/> 7-9	<input type="checkbox"/> 10-15
	<input type="checkbox"/> 16-19	<input type="checkbox"/> 20 and more.			
e working in your business. (specify):					
What is your current position?	<input type="checkbox"/> CEO/Assistant CEO	<input type="checkbox"/> Department or Unit Manager/ Assistant	<input type="checkbox"/> Worker/Performer	<input type="checkbox"/> Other:	
How long has your company been in business?	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> 1-3	<input type="checkbox"/> 4-6	<input type="checkbox"/> 7-9	<input type="checkbox"/> 10-15
	<input type="checkbox"/> 16-19	<input type="checkbox"/> 20 and more.			
Number of employees in your company?	<input type="checkbox"/> Less than 10	<input type="checkbox"/> 10-49	<input type="checkbox"/> 50-99	<input type="checkbox"/> 100-249	<input type="checkbox"/> 250-499
	<input type="checkbox"/> 500-1999	<input type="checkbox"/> 2000+			
Sector that your organization operates? (Please specify):					
The legal status of the organization?	<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Unlimited Company	<input type="checkbox"/> Limited Company	<input type="checkbox"/> Corporation	<input type="checkbox"/> Other:

To what extent do you agree with the following statements? Please tick the appropriate box.

1 = Strongly Disagree 2 = Disagree 3 = Neither Agree nor Disagree 4 = Agree 5 = Strongly Agree

1 I have a strong sense of vision to succeed that keep myself going	①	②	③	④	⑤
2 I tolerate the pressure to grow my business further within the limited resources.	①	②	③	④	⑤
3 I am always clear what to do regardless of the business problems I have.	①	②	③	④	⑤
4 I usually formulate a series of steps to close the gap between the current position of my business and the desired goal.	①	②	③	④	⑤
5 I can accept failures as part of the learning process in business.	①	②	③	④	⑤
6 I will feel comfortable if work tasks are clearly defined.	①	②	③	④	⑤
7 I believe customers have to adapt to my product.	①	②	③	④	⑤
8 I know when the time is right to act when change in strategy is inevitable.	①	②	③	④	⑤
9 I usually finish my work task adequately and on schedule.	①	②	③	④	⑤
10 I am healthy and fit most of the time since I run my business.	①	②	③	④	⑤
11 I keep studying the market trend of my product(s) to adjust my strategy.	①	②	③	④	⑤
12 I tolerate ambiguity of what I should do to achieve my business goal.	①	②	③	④	⑤
13 I do a lot of brainstorming with my partner(s) or staff(s) to formulate creative idea(s).	①	②	③	④	⑤
14 I manage change in my business organization by taking one step at a time.	①	②	③	④	⑤
15 I can accept sudden heavy workload in the last minute (i.e. customers' order; project's change of timelines, etc.).	①	②	③	④	⑤
16 I make a point to learn from different cases of problems.	①	②	③	④	⑤

17	I even become more strongly motivated if I have not yet achieved success.	①	②	③	④	⑤
18	I do not automatically accept what I see and hear about my business.	①	②	③	④	⑤
19	I work fast by organizing my business activities according to priorities and timelines	①	②	③	④	⑤
20	I believe in working as a team with my business partner(s) or staff(s) to accomplish a task.	①	②	③	④	⑤
21	I don't allow myself get stuck by keep looking to the future of my business.	①	②	③	④	⑤
22	I accept my client's comments to improve my product(s).	①	②	③	④	⑤
23	I enjoy the feeling of autonomy to steer my business towards success.	①	②	③	④	⑤
24	I evaluate all new evidences that come with my business problem(s).	①	②	③	④	⑤
25	Once I have set out on the path to solution, I follow through it myself till end.	①	②	③	④	⑤
26	I feel intrinsically rewarded when I can solve a problem.	①	②	③	④	⑤
27	I hand over to someone I trust to handle my staff(s)'s work problems.	①	②	③	④	⑤
28	I gather relevant and up-to-date information of an issue before taking a position.	①	②	③	④	⑤
29	I can accept other people's views for my business	①	②	③	④	⑤
30	I keep giving assistance or encouragement to deepen social support to my staff (s) when resolving conflict.	①	②	③	④	⑤
31	I am affected when my clients express their feelings of dissatisfaction.	①	②	③	④	⑤
32	I feel that I cannot keep up with the current needs of my business to expand.	①	②	③	④	⑤
33	I rely heavily on my staff(s) to report on the sales performance.	①	②	③	④	⑤
34	I am very capable of adapting to change in my business environment (i.e. resource supply, government policy, cost of materials, consumers' trend, loss of good employees etc.).	①	②	③	④	⑤
35	I tell my feeling of doubts to my business partner(s) or staff(s).	①	②	③	④	⑤
36	I wonder if I have the capability to sustain my business.	①	②	③	④	⑤
37	I search for information on how to strategically allocate my limited resources for efficiency (i.e. time, money, equipment, space etc.).	①	②	③	④	⑤
38	I have to think of myself during critical times and let my staffs take care of themselves.	①	②	③	④	⑤
39	I am willing to spend my time and energy to help my business partner(s) or staff(s) in need.	①	②	③	④	⑤
40	I have a lot of stamina almost every day since I run my business.	①	②	③	④	⑤
41	I persist discussing with my partner(s) on any decision even though it's difficult.	①	②	③	④	⑤
42	Overall, the performance of my business is getting better each year.	①	②	③	④	⑤
43	The returns of my business is increasing each year.	①	②	③	④	⑤
44	The cost of running my business is still reasonable.	①	②	③	④	⑤
45	The turnover growth of my business is better each year.	①	②	③	④	⑤
46	The number of personnel in my business is still manageable.	①	②	③	④	⑤
47	The financial risks of my business is still within my control.	①	②	③	④	⑤
48	There is a possibility of earning more income from new opportunities that my business had identified.	①	②	③	④	⑤
49	I can see that my business is thriving very well.	①	②	③	④	⑤
50	The number of clients is adding up from time to time due to my business product(s) quality.	①	②	③	④	⑤
51	The speed of development of my business is suitable with the effort that I had put in.	①	②	③	④	⑤
52	My business has a good potential to grow and sustain in the future.	①	②	③	④	⑤
53	I am comfortable with the time span that I had used to bring my business to a more stable stage.	①	②	③	④	⑤
54	I accept the fact that there is a cost to any decision that I take in my business activities.	①	②	③	④	⑤
55	I am able to ignore my fear of failure and future results to continue working hard for my business.	①	②	③	④	⑤
56	I can always figure out how to solve problems that arise at my business place.	①	②	③	④	⑤
57	I don't let myself neglect the daily running of business even though preoccupied with many problems.	①	②	③	④	⑤
58	I can take advantage of the changing environment to my benefit.	①	②	③	④	⑤
59	I respond to adverse situations in my business with positive attitude.	①	②	③	④	⑤
60	I don't act impulsively whenever I face with stressful moments with my clients and staff(s).	①	②	③	④	⑤
61	I react constructively to stressful situations in my daily running of business.	①	②	③	④	⑤
62	I manage to see and capitalize on the opportunity that come with change in my business environment.	①	②	③	④	⑤
63	I courageously face potentially disruptive changes by turning adversity into advantageous opportunity.	①	②	③	④	⑤

To what extent do you agree with the following statements? Please tick the appropriate box.

1 = Strongly Disagree 2 = Disagree 3 = Neither Agree nor Disagree 4 = Agree 5 = Strongly Agree

1	I am quiet around strangers	①	②	③	④	⑤
2	I speak softly	①	②	③	④	⑤
3	I tolerate a lot from others	①	②	③	④	⑤

4	I am interested in people	①	②	③	④	⑤
5	Feel comfortable around people	①	②	③	④	⑤
6	I demand to be the center of interest	①	②	③	④	⑤
7	I cut others to pieces	①	②	③	④	⑤
8	I believe people should fend for themselves	①	②	③	④	⑤
9	I am a very private person	①	②	③	④	⑤
10	I let others finish what they are saying	①	②	③	④	⑤
11	I take things as they come	①	②	③	④	⑤
12	I reassure others	①	②	③	④	⑤
13	I start conversations	①	②	③	④	⑤
14	I do most of the talking	①	②	③	④	⑤
15	I contradict others	①	②	③	④	⑤
16	I don't fall for sob stories	①	②	③	④	⑤
17	I don't talk a lot	①	②	③	④	⑤
18	I think of others first	①	②	③	④	⑤
19	I seldom toot my own horn	①	②	③	④	⑤
20	I inquire about others' well-being	①	②	③	④	⑤
21	I talk to a lot of different people at parties	①	②	③	④	⑤
22	I speak loudly	①	②	③	④	⑤
23	I snap at people	①	②	③	④	⑤
24	I don't put a lot of thought into things	①	②	③	④	⑤
25	I have little to say	①	②	③	④	⑤
26	I dislike being the center of attention	①	②	③	④	⑤
27	I seldom stretch the truth	①	②	③	④	⑤
28	I get along well with others	①	②	③	④	⑤
29	I love large parties	①	②	③	④	⑤
30	I demand attention	①	②	③	④	⑤
31	I have a sharp tongue	①	②	③	④	⑤
32	I am not interested in other people's problems	①	②	③	④	⑤

Thank you for your time and patience.

Appendix 2: Questionnaire (Turkish)

Değerli katılımcı;

Bu anket, bireysel faktörlerin girişimcilğe etkisini belirlemek amacıyla hazırlanmıştır. Vereceğiniz cevaplar genel değerlendirmelerde bilimsel amaçlı kullanılacak olup kesinlikle gizli tutulacaktır. Görüş ve düşüncelerinizi içtenlikle paylaşarak katkı sağladığınız için teşekkür ederiz.

Ali Şükrü ÇETİNKAYA, PhD

alisukru@selcuk.edu.tr

Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, Kampüs, Konya (Tel: +90 332 223 43 52)

Shakir Mohamed ABDULLAHI

shaakirmc@gmail.com Selçuk

Cinsiyetiniz?	<input type="checkbox"/> Erkek	<input type="checkbox"/> Kadın	Medeni Durumunuz?	<input type="checkbox"/> Evli	<input type="checkbox"/> Bekâr
Yaşınız?	<input type="checkbox"/> 18 yaş altı	<input type="checkbox"/> 18-24	<input type="checkbox"/> 25-34	<input type="checkbox"/> 35-49	<input type="checkbox"/> 50-65
Eğitim Durumunuz?	<input type="checkbox"/> İlkokul	<input type="checkbox"/> Ortaokul	<input type="checkbox"/> Lise	<input type="checkbox"/> Meslek Lisesi	<input type="checkbox"/> Ön Lisans
	<input type="checkbox"/> Lisans	<input type="checkbox"/> Yüksek Lisans	<input type="checkbox"/> Doktora		
Yaşamınız boyunca işletme açma şeklinde herhangi bir girişimcilikte bulundunuz mu?	<input type="checkbox"/> Evet <input type="checkbox"/> Hayır <input type="checkbox"/> Diğer (belirtiniz):				
Kaç kez yeni bir işletme açtınız?	<input type="checkbox"/> Hiç	<input type="checkbox"/> 1 kez	<input type="checkbox"/> 2 – 3 kez	<input type="checkbox"/> 4 – 6 kez	<input type="checkbox"/> 7 – 9 kez
	<input type="checkbox"/> 15'ten fazla				<input type="checkbox"/> 10 – 15 kez
Kaç adet işletmenin halen sahibisiniz?	<input type="checkbox"/> Hiç	<input type="checkbox"/> 1	<input type="checkbox"/> 2 – 3	<input type="checkbox"/> 4 – 6	<input type="checkbox"/> 7 – 9
	<input type="checkbox"/> 15'ten fazla				<input type="checkbox"/> 10 – 15
Sahibi olduğunuz mevcut işletmeniz kaçınıcı girişiminizdir? (lütfen belirtiniz):					
Kendinizi hangi düzeyde bir girişimci olarak değerlendirirsiniz?					
<input type="checkbox"/> Yeni başlayan (acemi) <input type="checkbox"/> Az yetkin <input type="checkbox"/> Yetkin <input type="checkbox"/> Çok yetkin					
<input type="checkbox"/> İleri düzeyde yetkin (Uzman/Usta)					
Bu işletmede kaç yıldır çalışmaktasınız?	<input type="checkbox"/> 1 yıldan az	<input type="checkbox"/> 1-3	<input type="checkbox"/> 4-6	<input type="checkbox"/> 7-9	<input type="checkbox"/> 10-15
	<input type="checkbox"/> 20 yıl üzeri				<input type="checkbox"/> 16-19
Toplam çalışma hayatınız kaç yıldır?	<input type="checkbox"/> 1 yıldan az	<input type="checkbox"/> 1-3	<input type="checkbox"/> 4-6	<input type="checkbox"/> 7-9	<input type="checkbox"/> 10-15
	<input type="checkbox"/> 16-19	<input type="checkbox"/> 20 yıl üzeri			
İşletmenizde çalıştığınız bölüm veya birim (belirtiniz):					
İşletmedeki konumunuz?	<input type="checkbox"/> Firma Sahibi/Ortağı	<input type="checkbox"/> Genel Müdür/Genel Müdür Yrd.	<input type="checkbox"/> Bölüm veya Birim Müdürü / Müdür Yrd.		
	<input type="checkbox"/> Şef/Süpervizör/Formen/Ustabaşı	<input type="checkbox"/> İşgören/Çalışan	<input type="checkbox"/> Diğer (belirtiniz):		
İşletmeniz kaç yıldır faaliyet göstermektedir?					
<input type="checkbox"/> 20 yıl üzeri	<input type="checkbox"/> 1 yıldan az	<input type="checkbox"/> 1-3	<input type="checkbox"/> 4-6	<input type="checkbox"/> 7-9	<input type="checkbox"/> 10-15
					<input type="checkbox"/> 16-19
İşletmenizdeki çalışan toplam personel sayısı?	<input type="checkbox"/> 10'dan az	<input type="checkbox"/> 10-49	<input type="checkbox"/> 50-99	<input type="checkbox"/> 100-249	<input type="checkbox"/> 250-499
	<input type="checkbox"/> 2000+				<input type="checkbox"/> 500-1999
İşletmeniz faaliyetinde bulunduğu sektör? (belirtiniz):			İşletmeniz ortak sayısı kaçtır? (belirtiniz):		
İşletmeniz yasal statüsü?					
<input type="checkbox"/> Gerçek (Tek) Kişi İşletmesi <input type="checkbox"/> Kolektif Şirket <input type="checkbox"/> Komandit Şirket <input type="checkbox"/> Limited Şirket <input type="checkbox"/> Anonim Şirket <input type="checkbox"/> Diğer					
(belirtiniz):.....					

Aşağıdaki ifadelerle ne ölçüde katılıyorsunuz? Lütfen uygun kutucuğu işaretleyiniz.

1 = Kesinlikle Katılmıyorum 2 = Katılmıyorum 3 = Ne Katılıyorum ne Katılmıyorum 4 = Katılıyorum 5 = Kesinlikle Katılıyorum

1 Başarmak için beni ilerleten güçlü bir vizyonum var.	①	②	③	④	⑤
2 Çok kısıtlı kaynağa sahip olduğumda dahi işimi büyütürüm.	①	②	③	④	⑤
3 İşimde nasıl bir sorun yaşarsam yaşayayım ne yapacağım her zaman bellidir.	①	②	③	④	⑤
4 İşimin mevcut konumu ile arzuladığım hedef arasındaki farkı kapatmak için her zaman bir dizi önlem alırım.	①	②	③	④	⑤
5 İş hayatında hataları, öğrenme sürecinin bir parçası olarak görürüm.	①	②	③	④	⑤
6 Ne yapacağım (görevlerim) açıkça belli olduğunda kendimi daha rahat hissederim.	①	②	③	④	⑤
7 Müşterilerim ürünümü kullanmak zorunda olduğuna inanıyorum.	①	②	③	④	⑤
8 İşimle ilgili stratejimde değişiklik kaçınılmaz olduğunda, ne zaman harekete geçeceğimi bilirim.	①	②	③	④	⑤

Aşağıdaki ifadelere ne ölçüde katılıyorsunuz? Lütfen uygun kutucuğu işaretleyiniz.						
1 = Kesinlikle Katılmıyorum 2 = Katılmıyorum 3 = Ne Katılmıyorum ne Katılıyorum 4 = Katılıyorum 5 = Kesinlikle Katılıyorum						
9	Görevimi genellikle layıkıyla ve zamanında tamamlarım.	1	2	3	4	5
10	İşimi kurduğumdan beri çoğu zaman sağlıklıyım ve formdayım.	1	2	3	4	5
11	Stratejimi uyarlamak için ürünlerimin pazar trendini sürekli araştırırım.	1	2	3	4	5
12	İş hedefime ulaşmak için ne yapmam gerektiğine dair belirsizliği tolere ederim.	1	2	3	4	5
13	Yaratıcı fikirler oluşturmak için iş ortaklarımla veya personelimle sık sık beyin fırtınası yaparım.	1	2	3	4	5
14	İşletmemdeki değişimi bir seferde bir adım atarak yönetirim.	1	2	3	4	5
15	Yeni sipariş veya teslim tarihinin öne alınması gibi ani ve ağır iş yükünü kabul edebilirim.	1	2	3	4	5
16	Karşılaştığım farklı sorunlardan ders çıkarmaya özen gösteririm.	1	2	3	4	5
17	Başarıya ulaşamadığımda daha fazla hırslanırım.	1	2	3	4	5
18	İşimle ilgili görüp duyduğlarımı gözü kapalı hemen kabul etmem.	1	2	3	4	5
19	Faaliyetlerimi öncelikler ve zaman çizelgelerine göre düzenleyerek hızlı çalışırım.	1	2	3	4	5
20	Başarılı olmak için iş ortağımla ve personelimle birlikte bir ekip olarak çalışmaya inanırım.	1	2	3	4	5
21	Sürekli işimin geleceğini düşünüp kendimi çıkmaza sürüklemem.	1	2	3	4	5
22	Ürünler geliştirmek için müşterilerimin eleştirilerine önem veririm.	1	2	3	4	5
23	Bağımsız bir şekilde işimi başarıya yönlendirebilmenin hazzını yaşarım.	1	2	3	4	5
24	İşimle ilgili tüm yeni gelişmeleri değerlendiririm.	1	2	3	4	5
25	Karşılaştığım sorunu çözmek için sonuna kadar uğraşırım.	1	2	3	4	5
26	Bir sorunu çözdüğümde, kendimi ödüllendirilmiş olarak hissedirim.	1	2	3	4	5
27	İşle ilgili problemlerini halletmesi için personelimi güvendiğim başka birisine havale ederim.	1	2	3	4	5
28	Bir pozisyon almadan önce konuyla ilgili güncel bilgileri toplarım.	1	2	3	4	5
29	Diğer insanların işimle ilgili görüşlerini dikkate alırım.	1	2	3	4	5
30	Çatışmayı çözümlerken, yardımcı olarak veya teşvik ederek personellere verdiğim sosyal desteği attırırım.	1	2	3	4	5
31	Müşterilerim memnuniyetsizliklerini ifade ettiğinde etkilenirim.	1	2	3	4	5
32	İşimin büyümek için gerekli olan mevcut ihtiyaçlarını karşılayamadığımı hissediyorum.	1	2	3	4	5
33	Satış raporları konusunda, personelime çok güvenirim.	1	2	3	4	5
34	Yasal düzenleme, tüketici eğilimleri gibi işletme dışında gerçekleşen değişimlere uyum sağlama kabiliyetim çok yüksektir.	1	2	3	4	5
35	Endişelerimi iş ortağıma veya personelime söylerim.	1	2	3	4	5
36	İşimi devam ettirebileceğimden emin değilim.	1	2	3	4	5
37	Zaman, para, malzeme gibi kısıtlı kaynaklarımı stratejik olarak nasıl dağıtacağım konusunda araştırma yaparım.	1	2	3	4	5
38	Kritik zamanlarda kendimi düşünmek zorundayım ve personelimin de başlarının çaresine bakmasına izin veririm.	1	2	3	4	5
39	Zamanımı ve enerjimi ihtiyaç duyan ortaklarım ve personelime destek için harcamaya hazırım.	1	2	3	4	5
40	İşimi kurduğumdan beri hep dincim.	1	2	3	4	5
41	Ne kadar zor olsa da ortağımla/ortaklarımla alınacak herhangi bir karar konusunda tartışmakta ısrar ederim.	1	2	3	4	5
42	Genel olarak, işletmemin performansı her geçen yıl daha iyiye gitmektedir.	1	2	3	4	5
43	İşimin kazancı her geçen yıl artmaktadır.	1	2	3	4	5
44	İşimi devam ettirmenin maliyeti kabul edilebilirdir.	1	2	3	4	5
45	İşimin ciro büyüklüğü her yıl daha iyidir.	1	2	3	4	5
46	İşimin personel sayısı hala yönetilebilir seviyededir.	1	2	3	4	5
47	İşimin finansal riskleri hala kontrolüm altındadır.	1	2	3	4	5
48	İşimi kurarken öngörmediğim ama yeni farkına vardığım fırsatlardan işletmemin daha fazla kazanç elde etme olasılığı vardır.	1	2	3	4	5
49	İşimin çok iyi geliştiğini görebilirim.	1	2	3	4	5
50	Ürünlerim kaliteli olduğu için müşteri sayım sürekli artmaktadır.	1	2	3	4	5
51	Sergilediğim çabaya göre işletmemin gelişme hızı uygundur.	1	2	3	4	5
52	İşimin büyüme potansiyeli vardır.	1	2	3	4	5
53	İşimi rayına oturtmak için harcamış olduğum zamana değdi.	1	2	3	4	5
54	İşimle ilgili aldığım her kararın bir bedeli olduğu gerçeğini bilirim.	1	2	3	4	5
55	Başarısız olma ve gelecekte alacağım sonuçlara dair korkulara kapılmadan işimde sıkı çalışmaya devam ederim.	1	2	3	4	5

Aşağıdaki ifadelere ne ölçüde katılıyorsunuz? Lütfen uygun kutucuğu işaretleyiniz.					
1 = Kesinlikle Katılmıyorum 2 = Katılmıyorum 3 = Ne Katılıyorum ne Katılmıyorum 4 = Katılıyorum 5 = Kesinlikle Katılıyorum					
56	İşimle ilgili sorunları nasıl çözeceğimi her zaman bilirim.	①	②	③	④ ⑤
57	Pek çok kişisel problemim olduğunda bile, işimi yönetmeyi ihmal etmem.	①	②	③	④ ⑤
58	Çevredeki değişimi işletmemin yararına avantaja çevirebilirim.	①	②	③	④ ⑤
59	İş yerimdeki muhalif/zıt durumlara hep olumlu bir yaklaşımla yanıt veririm.	①	②	③	④ ⑤
60	Müşterilerim ve personelimle sıkıntılı bir durum yaşadığımda fevri veya düşüncesizce hareket etmem.	①	②	③	④ ⑤
61	İşimi yürütürken karşılaştığım sıkıntılı durumlara olumlu bakış açısıyla tepki veririm.	①	②	③	④ ⑤
62	İşletmenin dışında meydana gelen değişimlerin getirdiği fırsatları görür bunlardan faydalanmaya çalışırım.	①	②	③	④ ⑤
63	İşletmem dışında yaşanan yıkıcı ve zorlayıcı değişimlerle cesaretle yüzleşerek olumsuzlukları avantaja dönüştürürüm.	①	②	③	④ ⑤

Aşağıdaki ifadelere ne ölçüde katılıyorsunuz? Lütfen uygun kutucuğu işaretleyiniz.					
1 = Kesinlikle Katılmıyorum 2 = Katılmıyorum 3 = Ne Katılıyorum ne Katılmıyorum 4 = Katılıyorum 5 = Kesinlikle Katılıyorum					
1	Başkalarının yanında sessizimdir.	①	②	③	④ ⑤
2	Yumuşak bir dil kullanarak konuşurum.	①	②	③	④ ⑤
3	Başkalarını karşı tahammül gücüm yüksektir.	①	②	③	④ ⑤
4	İnsanlarla ilgilenirim.	①	②	③	④ ⑤
5	Herkesin kendi başının çaresine bakması gerektiğine inanırım.	①	②	③	④ ⑤
6	İlgi odağı olmak isterim.	①	②	③	④ ⑤
7	Başkalarını eleştiririm.	①	②	③	④ ⑤
8	İnsanların içinde rahatım.	①	②	③	④ ⑤
9	Kendimden bahsetmekten kaçınan biriyim.	①	②	③	④ ⑤
10	Başkalarının sözünü bitirmesini beklerim.	①	②	③	④ ⑤
11	Olayları olduğu gibi kabul ederim.	①	②	③	④ ⑤
12	Başkalarına güven veririm.	①	②	③	④ ⑤
13	Konuşmayı genelde ben başlatırım.	①	②	③	④ ⑤
14	Konuşkanım.	①	②	③	④ ⑤
15	Başkaları ile çelişirim.	①	②	③	④ ⑤
16	Acıklı hikayelere kanmam.	①	②	③	④ ⑤
17	Çok konuşmam.	①	②	③	④ ⑤
18	Önce başkalarını düşünürüm.	①	②	③	④ ⑤
19	Nadiren kendimi överim.	①	②	③	④ ⑤
20	Başkalarının genelde hal hatırını sorarım.	①	②	③	④ ⑤
21	Etkinliklerde çok sayıda farklı insanla konuşurum.	①	②	③	④ ⑤
22	Yüksek sesle konuşurum.	①	②	③	④ ⑤
23	İnsanların kalbini kırarım.	①	②	③	④ ⑤
24	Olaylar hakkında fazla düşünmem.	①	②	③	④ ⑤
25	Konuşacak az şeyim vardır.	①	②	③	④ ⑤
26	İlgi odağı olmayı sevmem.	①	②	③	④ ⑤
27	Nadiren olayları abartırım.	①	②	③	④ ⑤
28	Başkalarıyla iyi geçinirim.	①	②	③	④ ⑤
29	Kalabalık ortamları severim.	①	②	③	④ ⑤
30	Dikkat çekmek isterim.	①	②	③	④ ⑤
31	Sivri dilliyim.	①	②	③	④ ⑤
32	Başkalarının sorunları beni ilgilendirmez.	①	②	③	④ ⑤

Zaman ayırdığınız için teşekkür ederiz.

Appendix 3: CV

Shakir Mohamed Abdullahi

30 Street, Yaaqshid District, Jungal
 Banadir, Mogadishu, Somalia
 Email: shaakirmc@gmail.com
 Tel: +25261597585 (Mobile)

PERSONAL STATEMENT

I am very good motivated person. I am able to work with a team or on my own, I am capable to adapt with my surrounding easily. I speak very well four languages, which helps me to communicate with wider clients. I can deal smoothly with people from different cultural backgrounds.

EDUCATION***MBA, Organization Management****Selcuk University- Konya, Turkey*

Sep. 2014 – Sep 2017

Bachelor's Degree in Business Administration*Mogadishu University-Mogadishu, Somalia*

Aug 2008 – Jun 2012

Certificate of High School*Mujama' Umul Qura, Mogadishu, Somalia*

Sep. 2005 –Aug 2008

SKILLS

- Computer: office suit.
- Languages: fluent in Somali, Arabic, English and Turkish.
- Management skills: leading groups, training, delegating responsibilities.
- Organizing skills: coordinating tasks, meeting deadlines.
- Presentation and performance skills.
- Communication skills.

WORK EXPERIENCES**Mogadishu University***Mogadishu- Somalia*

Sep. 2012- Sep. 2013

- Admission and Enrolment Office

VOLUNTEER WORK**Union of Somali Students in Konya***Konya- Turkey*

Oct. 2014 – Nov.2015

- Head of the Somali Union Students in Konya

Mogadishu University

Mogadishu-Somalia

Sep. 2010 – Sep 2012

- Admission and Enrolment Office – Assistant, Head of Archive.
- Student Affairs Office –Director Assistant.
- Postgraduate Program – Officer.
- Emergency Relief Committee – Active member of volunteer teams.

Qatar Charity*Mogadishu-Somalia*

Sep 2011- Apr 2012

- Public Relations Officer.
- IDP Return Program – Program Officer.

TRAINING COURSES & SEMINARS**Damla Project***Republic of Turkey Ministry of Youth and Sports**Erzincan-Erzurum*

March, 2016

Education UK Days 2014 Ankara*Turkey, Ankara*

October, 2014

University of Maryland & COURSERA*College Park, USA*

Developing Innovative Ideas for New Companies: The First Step in Entrepreneurship (6 weeks of MOOCs)

June, 2014

Qatar Debate*Qatar, Doha*

2nd International Universities Arabic Debating Championship

March, 2013

Gagenc Festival*Siirt, Turkey.*

Gagenc Festival – Cultural Event.

May, 2012.

Access for Support and Development Centre*Mogadishu, Somalia.*

Peace Development Program.

January, 2011.

SAY, Somali Youth Assembly*Mogadishu, Somalia.*

Leadership Training.

July, 2011.

ACADEMIC CONFERENCES

Eurasia International Tourism Congress: EITOC 2015, May, 2015

Konya, Turkey

Abdullahi, Shakir Mohamed, & Çetinkaya, Ali Şükrü (2015). Effect of Training on Employee Retention: A Study on IT Sector in Mogadishu, Somalia. Paper presented at the Eurasia International Tourism Congress: EITOC 2015, May, 2015, Konya, Turkey.

2nd World Conference on Technology, Innovation and Entrepreneurship

Istanbul, Turkey

Abdullahi, Shakir Mohamed, & Çetinkaya, Ali Şükrü (2017). The Effect of Personal Characteristics on Entrepreneurship Intention. Paper presented at the 2nd World Conference on Technology, Innovation and Entrepreneurship, Istanbul, Turkey

INTERESTS

- Reading.
- Writing short stories.
- Getting involved with community works and volunteering.
- Travelling.
- Martial arts – Kung Fu.
- Fitness.
- I am blogger (<http://www.shakirma.blogspot.com>). I write (in Somali language) about culture, arts, travelling, self-development and social issues.

REFERENCE

Assoc. Prof. Dr. Ali Şükrü Çetinkaya
Selcuk Univeristy
Faculty of Economics and Administrative Sciences
Department of International Trade
Konya-Turkey
+905333549795
alisukru@outlook.com
alisukru@selcuk.edu.tr