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Motivation to Become Entrepreneurs: An Exploratory Study

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المستخلص :

تهدف الدراسة إلى استكشاف الدوافع الرئيسية التي تقود رواد الاعمال الي انشاء مشروعاتهم الريادية في السودان، اعتمدت الدراسة علي اسلوب المقابلات الهيكلية (الاستبيان المفتوح) بغرض جمع البيانات من (200) من أصحاب الشركات الصغيرة والمتوسطة على طريق العينة الميسرة (غير الاحتمالية) ، وتم الاعتماد على احدي عشرة عامل من العوامل الدافعة لإنشاء المشروعات الريادية. أظهرت نتائج الدراسة ان توفير فرص العمل لأفراد الأسرة يعتبر من اهم الدوافع التي تقود الي انشاء المشروعات الريادية ، وان انشاء الأعمال التجارية من اجل المتعة يعتبر من اقل الدوافع حيث جاء في المرتبة الاخيرة ، تم مناقشة النتائج ومقارنتها مع الدراسات السابقة ، ومن ثم تقديم عدد من التوصيات.

ABSTRACT:

The study aimed at exploring the main motives that lead entrepreneurs to establish their own entrepreneurial projects in Sudan. The study used structured interviews (open-ended questionnaire) for data collection from 200 owners of small and medium enterprises through non-probability sampling method; whereas the study depended on eleven motivational items as reasons for establishing entrepreneurial projects. The study main findings indicated that the provision of jobs to family members has been regarded as the most important motives for establishing entrepreneurial projects; while establishing business projects for fun has been considered as one of the least motives, occupying the last position. The results were discussed and compared with previous studies, and a number of recommendations were proposed.

Key words: entrepreneur, entrepreneurship, motivation, Small and Medium Enterprises (SMEs).

Introductions :

Small and medium enterprises (SMEs) have a remarkable role in the economic growth of most nations. and SMEs become very important as a source of employment and maximize the efficiency of the resource allocation and apportionment by mobilizing and utilizing local human and material resources and other (Cunningham & Rowley,2007).The emergence and development of entrepreneurship is a very important phenomenon in contemporaneous or modern economies (Mkhize F 2010). Entrepreneurship linked small and medium-sized enterprises (SMEs), which are the main developing force of the developed market economies. In most of the developed countries, the percentage of SMEs in a total number of enterprises is higher than 95%, while 60% of the available workforce is employed in those firms (Schmiemann, 2008). For example, in European Union (EU-27), SMEs account for 99.8% of all enterprises, out of which the vast larger a part of enterprises are micro enterprises (they comprise 91.8% of all enterprises). SMEs provide jobs to 67.1% of all employees and participate in 57.6% of total value added (Schmiemann, 2008; European Commission, 2009; Ivan 2010).

Benzing, Chu and Kara (2009) examining in their study of entrepreneurs in Turkey among other things, presented comparative results of numerous research on entrepreneurs'

motivating factors in different countries. For example, they stated that Swierczek and Ha (2003) in their study in Vietnamese SMEs owners found that challenge and achievement were higher motivators than necessity and security. In Romania, increase their income and job security is were higher motivators than self-satisfaction and personal needs (Benzing, Chu and Szabo 2005). A study in India Found most strongly motivated is the desire for autonomy and to increase their income (Benzing and Chu 2005). In their study in Turkey, Found most strongly motivated provide security for themselves and then to provide the job for their family and to increase income (Ozsoy, Oksoy and Kozan 2001). Benzing, Chu and Kara (2009) also presented research results from African countries. Ugandan entrepreneurs are motivated by “making money”.

The importance of entrepreneurship in Sudan is reflected by Mashrouy competition it was created by the British Embassy, British Council and the Sudanese Young Businessmen Association, over a period of two years, around 4,600 applications have been received from young entrepreneurs. Mashrouy has reached over 10 million Sudanese through television, press and social media.

Sudan Government has taken care of the entrepreneurship through its sponsorship of the (youth Sudanese's forum in 2017), where the forum presented the solutions, initiatives, and challenges faced by youth in 12 areas, including "Media, Culture, Employment, Education, Leadership, Health, Safety, Self-Capacity, Values, Giving, Volunteering, Entrepreneurship, Environment and Guidance. " Entrepreneurship is one of them. According to the reports of the Ministry of Labor, the unemployment rate among Sudanese youth equal 38% and some economists have confirmed that the unemployment rate between 64% to 65%.based on the importance of Entrepreneurship through the reports it's very important to explore the main reason let people decided to create own business.

Finlay this paper structured as follows: first, we present the literature review on the topics of the motivation of entrepreneurship, then we explain the survey and methodology used. Afterwards, we present the results obtained in the research, Finally, we focus on implications and recommendations.

Literature Review:

An entrepreneur *is* one who creates a new business in the face of risk and uncertainty for the purpose of achieving profit and growth by identifying significant opportunities and assembling the necessary resources to capitalize on them. Although many people come up with great business ideas, most never act on their ideas. Entrepreneurs do. In his 1911 book *The Theory of Economic Development*, economist Joseph Schumpeter wrote that entrepreneurs are more than just business creators; they are change agents in society. The process of creative destruction, in which entrepreneurs create new ideas and new businesses that make existing ones obsolete, is a sign of a vibrant economy. Although this constant churn of businesses some rising, others sinking, new ones succeeding, and many failing concerns some people, in reality it is an indication of a healthy, growing economic system that is creating new and better ways of serving people's needs and improving their quality of life and standard of living. Schumpeter compared the list of leading entrepreneurs to a popular hotel's guest list: always filled with people but rarely the same ones. (N .M. Scarborough and J. R. Cornwall 2016 p:21) High levels of entrepreneurial activity translate into high levels of business formation and destruction and make an economy more flexible and capable of adapting to structural changes in the competitive landscape.

Overview of motivations :

Motivations, according to McShane and Glinow (2010) refers to the forces within a person that affect the direction, intensity, and persistence of voluntary behavior (Isa and Mansur 2017) and the Impact of entrepreneurs' motivation is a widely known topic in developed

countries. A number of studies was conducted to determine this relationship. Kuratko, Hornsby and Naffziger (1997) and Robichaud, McGraw and Roger (2001), in this section we review some of the more prevalent characteristics in the extant literature on entrepreneurial motivation.

- Need for Achievement:

Need for achievement (NAch) is an internal motivation factor that has received a lot of attention in the literature. McClelland (1961) first identified the construct describing that need for achievement is the level of desire an individual has for significant accomplishment. Individuals high in Nach seek out situations in which they have direct control over outcomes, and receive feedback for their behavior (McClelland D. C., 1961). Due to entrepreneurial roles being characterized by the above attributes it has been proposed that individuals with high NAch would be more likely to engage in entrepreneurial activities (Owoseni, 2014). A study found that need for achievement significantly determines entrepreneurial potential (Zeffane, 2013). Furthermore an individual's degree of NAch has been found to be significantly related to that individual engaging in entrepreneurial activities (Collins, Hanges, & Locke, 2004). NAch is a very useful differentiator when comparing entrepreneurs to the general population and going further may help to explain the occurrence of success and failure in an individual's entrepreneurial activities (Carsrud & Brannback, 2011). It seems that having a need for achievement leads to individuals starting businesses, and continuing to run them successfully. This would make it an important factor in the relationship between entrepreneurial motivation and change, explaining why individuals are internally motivated.

Risk Taking Propensity & Self-Efficacy:

Risk Taking propensity has been proposed to be an essential factor in explaining an individual's decision to engage in entrepreneurial behaviour. This concept emerged from McClelland's research on the entrepreneur. McClelland claimed that individuals high in NAch would have a moderate propensity for risk taking, because these factors both relate to the individuals self-efficacy or perceived behavioural control in relation to uncertainty (McClelland D. C., 1961). Individuals high in NAch may also be moderate risk takers due to the challenge generated by ambiguity appealing to both motivations (Atkinson, 1957).

Some studies have found that risk taking propensity may not be a distinguishable characteristic of entrepreneurs (Brockhaus R, 1980). However this may be due to measurement of the wrong concept as risk taking propensity may be confounded with an individual's self-efficacy (Shane, Locke, & Collins, 2003). Self-efficacy is defined as the individual's belief in their ability to succeed in certain situations (Atkinson, 1957). Self-efficacy has been found in multiple studies to have an effect on entrepreneurial intentions (Owoseni, 2014). An individual's intentions are driven by their attitudes and perceived behavioural control, with tolerance for risk significantly predicting an individual's self-employment intentions (Segal, Borgia, & Schoenfeld, 2005). It seems likely that individuals are able to deal with the risk of entrepreneurship in their minds because they have a belief in their abilities to be successful in spite of the risk involved.

Internal Locus of Control:

Another important factor in the structure of entrepreneurial motivation is internal locus of control. This is the belief that one's actions will have a direct impact on the expected outcomes of those actions (Rotter, 1966). This research has largely focused on the needs of individuals to be independent, free and self-directing (Harrell & Alpert, 1979). It has been found that individuals with a high locus of control are more likely to be entrepreneurs than members of the general population (Shane, Locke, & Collins, 2003). Having an internal locus of control and high level of self-efficacy accurately predicts whether an individual intends to engage in entrepreneurship (Chen, Greene, & Crick, 1998). The idea that individuals have an

inherent desire to control their actions and outcomes may play an important part in entrepreneurial motivation through improving the individual's belief in their abilities.

Tolerance for Ambiguity:

It is clear that most intrinsic motivation factors are somewhat intertwined, and the same is true when we discuss tolerance for ambiguity (Pinillos, 2011). It was defined by Budner as a personality trait characterized by "the tendency to perceive ambiguous situations as desirable". This ability to tolerate the risk involved with ambiguity is an important characteristic of the entrepreneur's motivation due to the ambiguous nature of entrepreneurship (Caliendo, Fossen, & Kritikos, 2011). However others have concluded that we do not yet know if traits are an important differentiator between entrepreneurs and non-entrepreneurs (Shane, Locke, & Collins, 2003). Tolerance for ambiguity is high for individuals in areas that they feel they can achieve desired outcomes. Like risk taking propensity and internal locus of control, tolerance for ambiguity can also be confounded with self-efficacy. It seems as though these three factors are intertwined to affect the individual's level of self-efficacy.

Methodology:

Data collection and sample:

Self-administered questionnaires were used in this research to obtain data from entrepreneurs in Sudan. Using open-ended questions to give your respondents the freedom and space to answer in as much detail. The questionnaires were designed, in a manner that enabled entrepreneurs to complete it with ease within a relatively short period. This method was chosen because it enabled the entrepreneurs to answer the questions at their own convenience since they are always busy. Also, this method ensured high anonymity of the respondent and as such enabled the respondents to be more candid and honest with their responses (Cooper and Schindler, 2003).

The entrepreneur's/SMEs owners were asked to state the extent to which they agreed or disagreed with the statements in the questionnaire. 200 questionnaires using A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

Structured Interviews Measurement :

Structured interviews use questionnaires based on a predetermined and 'standardized' or identical set of questions and we refer to them as interviewer-administered questionnaires (Saunders et al 2016).

The questionnaire used in this study was originally developed by Hung M. Chu (Chu and Katsiolouides 2001) translate to Arabic language, and has been used in studies of entrepreneurs across numerous countries, such as: Turkey, Vietnam, Romania, India, Kenya and Ghana (Benzing, Chu and Kara 2009, Chu, Benzing and McGee 2007, Benzing and Chu 2005, Benzing, Chu and Callanan 2005, Benzing, Chu, and Szabo 2005).

Hypotheses:

The decision to become self-employed may stem from many motivation effects. It posits that the intention of carrying out a given behaviour may be affected by several factors such as needs, values, wants, habits, and beliefs. Birds (1988) and Hughes (2003,2006) have documented these factors or motivation can affect the intention of carrying out a given behaviour. The main objective of this research explores the main reason let Sudanese decided to create a business. and compare results of this study with other studies in different countries where similar research has already conducted.

Based on the above context, we proposed the following hypotheses:

H1: We suppose the motive of entrepreneurs is similar but, there are differences which primarily depend on the environment.

H2: We suppose that the item “To increase my income” would be the most important for a motivation of entrepreneurs in Sudan.

Results:

The questionnaire for motivation of entrepreneurs contained 11 reasons for deciding to own a business. It is already mentioned that the respondents were using five-point Likert scale to give their opinion on importance of each reason for them. The mean and standard deviation of each reason are presented in Table 1.

Based on the descriptive statistics using the frequency analysis shows the respondents profile first gender the males where (57.6%) and females where (42.4%). With regard to respondents ages (44%) are less than 30 years and (32.6%) are in the middle range age 30 – 40 years, and (14.1%) their age range is 41 – 50 years, and above 50 years is (9.2%). Concerning the respondents qualifications (4.3%) non-university degree and (13.6%) Have a diploma and (48.9%) have a B.Sc. and (26.6%) have a Master degree while (6.5%) of respondents have a PhD, Concerning the respondents experiences (51%) less than 5 years and (26.6%) between 5 to 10 years while (9.8%) in range between 11 to 15 years (12.5%) is above 16 years, concerning the respondents specifications (42.4%) in administrative sciences and (15.2%) in engineering sciences (9.2%) in medical sciences and (7.1%) in social sciences while (26.1%) in other filed.

Table (1): Mean and standard deviation for motivation of entrepreneurs in Sudan

motivation of entrepreneurs	Mean	Std. Deviation	Important
To be my own boss	3.93	1.172	79%
To be able to use my past experience and training	3.92	1.236	78%
To prove I can do it	3.88	1.246	78%
To increase my income	3.70	1.345	74%
To provide jobs to family members	4.08	1.121	82%
For my own satisfaction and growth	3.95	1.193	79%
So I will always have job security	3.99	1.091	80%
To build a business to pass on	3.98	1.178	80%
To maintain my personal freedom	3.92	1.221	78%
To be closer to my family	3.57	1.405	71%
To have fun	1.22	.716	24%

Source: authors, 2017

Base on table 1 it was found the most important reason for deciding to start own business in Sudan is, to provide jobs to family members because it gets the highest Mean equal 4.08, secondly we found, So I will always have job security and To build a business to pass on, at Mean equal 3.99 and thirdly we found To be my own boss and For my own satisfaction and growth and For my own satisfaction and growth at mean equal 3.93 and To be able to use my past experience and training , To prove I can do it and To maintain my personal freedom, Came in third class with a mean is equal 3.92, but To increase my income ,come in Fourth class at mean is equal 3.70 , in the Fifth class came To be closer to my family , in the last class came ,To have fun under mean equal 1.22 .

Discussion and Implications:

Based on the result of the analysis data collected from SMEs, through which hypotheses can be tested, the first hypothesis was accepted, which confirmed that there was a difference between the motivations leading individuals to establish entrepreneurship. the first hypothesis was accepted, however the second hypothesis was not accepted because the most important motivations leading individuals to establish a business were not to increase my income but is to provide jobs to family members where it got the highest average equal to 4.08, Which means that the majority of the study population agree the main reason to establish their

business in Sudan provides jobs to family, under 82% importance, while the result varied with each study.

(Swierczek and Ha 2003) in their study of Vietnamese small business owners found that challenge and achievement were more significant motivators than necessity and security. And some study in Romania found, income and job security needs were stronger motivators than self-satisfaction and personal needs (Benzing, Chu and Szabo 2005). And same study in motivations entrepreneurship in India is found most strongly motivated people is autonomy and then to increase their income (Benzing and Chu 2005). But in Turkey, entrepreneurs are motivated to start their own business so they could provide security for themselves and their family and to increase income (Ozsoy, Oksoy and Kozan 2001). Beside Benzing, Chu and Kara (2009) in Ugandan is found people are motivated by “making money”. This result may be due to the social feeling in the Sudanese environment, which was not shocking, as it reflected the reality of the Sudanese situation in which social support is available and the features of cooperation are shown at the highest levels.

In this study some limitations. First, people in SEMs were surveyed and therefore, generalizing the findings to the entire youth of the country may be impractical. Second, this study focused on 11 reasons as the motives for people to create a business and this study based on cross-sectional design. It is recommended that future studies may use longitudinal design and use other motivation factor and making an exploratory study in In-depth interviews will provide more accurate results.

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