

PERSONALITY; A STIMULUS FOR ENTREPRENEURIAL MOTIVATIONS

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ABSTRACT

This study explores the personality characteristics of the entrepreneurs of Pakistan and how these characteristics influence their motivations in the decision of self-employment. Survey questionnaire is used to collect data from 101 entrepreneurs of Pakistan. Big Five Personality model is used to identify the personality and Push & Pull factors are taken to measure the motivation of entrepreneurs. Findings indicate that pull factors are more prominent motivational drives as compared to push factors while Conscientiousness is the prominent personality characteristic in the entrepreneurs of Pakistan. Results show that personality characteristics have less influence on Push motivational drives but individuals who start their businesses because of pull motivators have significant influence of their personality characteristics in their decision of self-employment. Extroversion, Conscientiousness, Neuroticism and Openness to Experience are found to have significant relationship with pull factors while Agreeableness has significant relationship with push factors. These findings validate that personality characteristics play significant role in entrepreneurial process.

Keywords: Personality, Entrepreneurial Motivations, Push and Pull factors

INTRODUCTION

Entrepreneurship, with all its necessary elements, is one of the best means of triggering economic development in developed as well as developing countries. Today economists, social scientists, politicians and even common men acknowledge the importance of entrepreneurship in economic development. Large entrepreneurial ventures are considered as the booster of economic growth but the importance of small businesses cannot be overlooked. Due to current economic down fall, most of the large firms are causing unemployment because of their strategies of downsizing on the name of rightsizing therefore job creation has become the domain of small and medium sector of the economy. And entrepreneurs of SME sector play vital role because SME owners unlike large enterprise owners do not have ample resources in terms of capital, human and technology. They do not operate under sophisticated means of production, do not have skill full human resource and above all operates under poor infrastructure(Kureshi, Mann, Khan, & Qureshi, 2009).In spite of large number of boulders in the shape of financial, judicial, fiscal and regulatory, infrastructural and human resource constraints, the number of SMEs in developing countries is increasing day by day (economic survey of Pakistan 2011-2012). Here many questions arise like: Why entrepreneurs are investing their money, efforts and time in starting a venture while it is evident that

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chances of success are very low? Why entrepreneurs are taking the risk when gains are ambiguous and doubtful? Why entrepreneurs are employing others when their own employment is uncertain? Certainly there are some factors that motivate them to take risk.

There are number of motivational theories that discuss the entrepreneurial motivations and among those theories Pull and Push drives are most commonly discussed(Orhan & Scott, 2001). Economy of every country offers certain entrepreneurial opportunities and motivational drives to everyone but only few of them strive for it. It means not every person has courage to start business but those who dare may have some distinct abilities in terms of attitude or personalities.

Personality plays very important role in the decision of self-employment. Personality is a combination of characteristics that distinguish a person from other. Personality does not mean the charm, positive attitude or smiling face of a person only, rather it describes the growth and development of a person's whole psychological system(Kinicki & Kreitner, 2003). The importance of personality traits and its relationship with the decision of starting business and carrying it out successfully has been discussed in many researches (Cromie & Johns, 1983; Miner, 2005). Only few researches have focused on the relationship of personality and motivational drives(Taormina & Lao, 2007). Therefore in current study researcher has focused to explore the relationship of both these variables to find that how push and pull factors are influenced by personality characteristics of the entrepreneurs for starting their own businesses in context of Pakistan.

LITERATURE REVIEW

Push and pull are the factors upon which the entrepreneurial motivations have been classified.

Initial motivations of an entrepreneur to start a business can be categorized on the bases of push and pull factors (Buttner & Moore, 1997; Giacomini, Guyot, Janssen, & Lohest, 2007; Brockhaus, 1980; Carrasco, 2001; Schjoedt & Shaver, 2007; Ismail, Shamsudin, & Chowdhury, 2012).

Job dissatisfaction is caused by different factors like the inappropriate behavior of supervisor or co-workers (Brockhaus, 1980), lack of challenging work (Amit & Muller, 1995) and/or low wages (Giacomini, et al., 2007). According to Mazzarol, Volery, Doss, & Thein, (1999) long term unemployment or redundancy pushes an individual towards self-employment and the person work out business plan as a last option to get out of the current state of gloom (Davidsson, 1995; Evans & Leighton, 1990; Ismail, et al., 2012; Startiene & Remeikiene, 2009).

Money received through inheritance also pushes individuals towards self-employment (Jamali, Anka, & Khooharo, 2010).

Traditional theories of entrepreneurship overlooked the factor of work-family issues but recent researches have highlighted the importance of this factor (Greenhaus, Collins, & Shaw, 2003).

Williams & Round (2009) categorized “desire to have one's own business”, “to fill the gap in market”, “to have independence” as pull factors. “Greater control” or “autonomy” is often stated as the highest influential pull factor for many people in becoming entrepreneur (Shane, Locke & Collins, 2003; Van Gelderen & Jansen, 2006; Wilson, Marlino, & Kickul, 2004).

This self confidence along with independence, aggressiveness and high career aspirations leads towards self employment (Brockhaus, 1980). Monetary motivation is also an important pull factor (Noorderhaven et al., 1999). Although Push and pull factors are present in the environment and affect more or less all human being but only few of them are attracted by them, it means individuals with certain personality characteristics may be more attracted towards self-employment than other.

Personality can be defined as “combination of stable physical and mental characteristics that give individual his or her identity”(Kinicki & Kreitner, 2003, p.165). These characteristics include, how one looks, acts, thinks and feels.

The importance of research in the area of entrepreneurship is underscored intensely because Personality traits of entrepreneurs are different from those who prefer organizational employment(Beugelsdijk & Noorderhaven, 2005).

According to few researches successful entrepreneurs exhibit high degree of creativity (openness to experience and conscientiousness(Daft & Noe, 2001). Taormina & Lao, (2007) study the relationship of personality and motivation but this research was limited as it judged personality on three characteristics; achievement motivation, optimism and social networking. Current study has used broader personality characteristics to explore the relationship.

Extraversion describes the degree to which a person is active, energetic, talkative, aggressive, vigorous, assertive, sociable, dominant, (Goldberg, 1992; McCrae & John, 1992; Vermetten, Lodewijks, & Vermunt, 2001; Zhao & Seibert, 2006)and status seeking (Mount, Barrick, Scullen, & Rounds, 2005).Barrick, et al.(2006) reported that entrepreneurial career is more exciting and stimulating that is why it is more appealing to extravert personalities. Hence, in the light of above mentioned studies following hypothesis can be drawn.

Hypotheses:

Hypothesis 1a: There is a positive relationship between Extroversion and push factors.

Hypothesis 1b: There is a positive relationship between Extroversion and pull factors.

Conscientiousness is the personality dimension that characterizes someone who is organized, cautious, practical; hardworking, thorough, systematic and careful (Goldberg, 1992; Vermetten, Lodewijks, & Vermunt, 2001; Wang & Erdheim, 2007).

Green, David, Dent, & Tyshkovsky(1996) and Begley & Boyd (1988) compared founder entrepreneurs with non-entrepreneur and entrepreneurs with managers respectively, both found higher correlation of entrepreneurs for need for achievement as compared to managers and showed the prominence of this trait in entrepreneurs. Rauch & Frese, (2000) also found small but significant relationship between need for achievement and emergence of entrepreneur. Thus, I advocate that conscientiousness would positively relate to entrepreneurial motivations.

Hypothesis 2a: There is a positive relationship between Conscientiousness and push factors.

Hypothesis 2b: There is a positive relationship between Conscientiousness and pull factors.

Agreeableness describes the human aspect of individuals. It refers to the tendency of a person to be friendly, flexible, and cooperative (Costa Jr & McCrae, 1995; Vermetten, Lodewijks, & Vermunt, 2001). A person low on agreeableness is hostile, jealous, self-centered and indifferent (Costa & McCrae, 1992; Digman, 1990). Person high on agreeableness are courteous, tolerant, co-operative and soft-hearted (Barrick & Mount, 1991). In entrepreneurial research this characteristic is not considered significant for an entrepreneur (Zhao & Seibert, 2006). Entrepreneurs work in small organizations and face many constraints in attaining resources. It is very important for them to have a strong bargaining power and should be manipulative to get maximum resources in the face of competition therefore they cannot involve themselves in interlocking relationships (Burt, 1995). Thus, People high on agreeableness are less likely to influence by motivational drives of entrepreneurship.

Hypothesis 3a: There is a negative relationship between Agreeableness and push factors.

Hypothesis 3b: There is a negative relationship between Agreeableness and pull factors.

Emotional stability entails emotional control and being calm and relaxed that is also labeled as neuroticism that is opposite to emotional stability that is to be nervous and tense (Vermetten, et al. 2001). Neuroticism represents an individuals' tendency towards being anxious, worried, insecure and depressed (Barrick & Mount, 2006). This trait of big five model has been more widely discussed in relation to job satisfaction (Judge, Heller, & Mount, 2002). Neuroticism is also associated with poor social skills and low level of trust (Goldberg, 1992). As the job of an entrepreneur is very stressful, he has to face different challenges and unexpected outcome that cause depression, stress and anxiety. Therefore an entrepreneur should be emotionally stable. Hence, in the light of available literature and empirical studies it is proposed that neuroticism will have negative relationship with entrepreneurial motivations.

Hypothesis 4a: There is a negative relationship between Neuroticism and push factors.

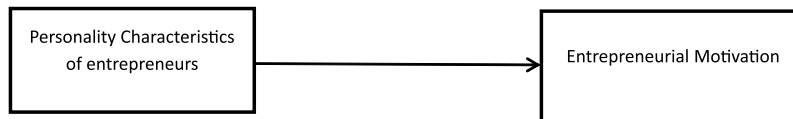
Hypothesis 4b: There is a negative relationship between Neuroticism and pull factors.

Intellect or openness to experience is associated with creativity, intelligence, imagination, and autonomy (Vermetten, et al., 2001). It is related to ingenious thinking, artistic creativity and political liberalism (Judge, et al., 2002), imaginative thinking (Digman, 1990), curiosity, artistic sensitivity and intelligence (Barrick & Mount, 1991). Most prominent element of openness to experience is creativity or innovation and entrepreneurs are also expected to bring some innovation in economic activity. Raucha & Fresea (2007) reported innovativeness as factor most related to entrepreneurial behavior. Openness to experience has the highest correlation than other Big five factor with entrepreneurial intentions and performance (Zhao, et al., 2010; Brandstätter, 2011). Thus, it can be concluded that individuals high on openness to experience are more likely to influence by motivational drives.

Hypothesis 5a: There is a positive relationship between Openness to experience and push factors.

Hypothesis 5b: There is a positive relationship between Openness to experience and pull factors.

Following diagram supports the relationship between Big Five personalities and Motivational drives.



METHODOLOGY

Entrepreneurship is defined as a behavioral characteristic related to perceiving and creating new opportunity. But for practical reasons of measurement in this study we will equate entrepreneurs and self-employed by following the example of Audretsch, Carree, & Thurik, 2001; Beugelsdijk & Noorderhaven, 2005; Storey, 1991 and Littunen, 2000. The data has been collected from a number of SMEs of Lahore, Pakistan through a questionnaire covering all the variables of study. BFI scale was used to measure personality characteristics. Push and Pull factors were measured using a 25-item scale. The major part of the questionnaire is adopted from the scale developed and used by Buttner & Moore, 1997. Pilot test was conducted to check the reliability of the developed questionnaire. Cronbach's Alpha of Push factor, pull factors and personality was 0.82, 0.937 and 0.76 respectively.

Snowball sampling was used to collect data from diverse respondents to get maximum level of variety in personality and motivators because most of the SME's of Pakistan are working informally and very few of them are registered under chamber of commerce or any other regulatory authority of Pakistan

DATA ANALYSIS

Table 1. Correlation analysis of personality and push factors

	Mean	SD	E	A	C	N	O	JD	SU	WB
Extroversion	3.40	0.578	1.000							
Agreeableness	3.48	0.471	-.059	1.000						
Conscientiousness	3.52	0.507	.271**	.341**	1.000					
Neuroticism	2.79	0.570	-.337**	-.250*	-.408**	1.000				
Openness to experience	3.43	0.364	.332**	.229*	.414**	-.241*	1.000			
Job dissatisfaction	2.21	1.164	.007	-.299**	-.194	.152	.049	1.000		
Succession	2.81	1.276	-.096	-.050	-.127	.059	.032	-.077	1.000	
Work-family issues	3.10	0.953	.118	.035	.188	.066	.015	-.081	.163	1.000

** .p < 0.05 * .p < 0.10

E=extroversion, A= Agreeableness, C= Conscientiousness, N= Neuroticism, O= Opennesstoexperience, JD= job dissatisfaction, SU= Succession, WB= work familybalance

Values of standard deviation are showing less dispersion in the responses of the entrepreneurs that means the personalities of entrepreneurs are more or less same. The relationship of personality characteristics and push factors are not significant only Agreeableness has significant and negative relationship with Job Dissatisfaction.

Table 2. Correlation analysis of personality and pull factors

	Mean	SD	E	A	C	N	O	FI	SD	CH
Extroversion	3.40	0.578	1.000							
Agreeableness	3.48	0.471	-.059	1.000						
Conscientiousness	3.52	0.507	.271**	.341**	1.000					
Neuroticism	2.79	0.570	-.337**	-.250*	-.408**	1.000				
Openness to Experience	3.43	0.364	.332**	.229*	.414**	-.241*	1.000			
Financial Incentives	3.92	0.969	.175	.013	.232*	-.065	.378**	1.000		
Self Determination	3.39	0.967	.246*	.069	.260**	-.140	.233*	.465**	1.000	
Challenge	3.83	0.867	.184	-.091	.144	-.217*	.294**	.453**	.646**	1.000

** .p < 0.05 * .p < 0.10

E=extroversion, A= Agreeableness, C= Conscientiousness, N= Neuroticism, O= Opennesstoexperience, FI= Financial incentives, SD= Self-determination, CH= challenge

The higher mean of pull factors show that pull factors have significant influence on the entrepreneurs as compared to push factors in the decision of self-employment. As explained in Table: 04 Significant relationship of financial incentives is found with Conscientiousness (r=0.232*) and Openness to experience (r=0.378**).

Self-determination has significant and positive relationship with Extroversion (r=0.246*), Conscientiousness (r=0.260**) and Openness to experience (r=0.233*). Challenge has significant positive relationship with Openness to experience (r=0.294**) and negative relationship with Neuroticism (r=-0.217*)

DISCUSSION AND FINDINGS AND CONCLUSIONS

The main objective of this study is to examine the relationship between personality characteristics and motivational drives of the Entrepreneurs of Pakistan.

Personality characteristics and push factors:

After correlation analysis it has been found that personality characteristics have no significant impact on push factors. In the presence of push factors in the environment, it is not necessary for any personality characteristics to lead a person towards the decision of self-employment. It means push factors sometimes make it compulsion for a person to start their own business as they have no other option irrespective of personality characteristics of that person. For example if a person lost his job and has no other job

available or death of family head made obligation for elder child to look after business or a mother has to start working from home to fulfill her children financial needs without neglecting her household responsibilities. In all mentioned examples business is the only available option to them so no matter what type of personality they have; they have to take the decision of self-employment.

The only significant relationship found is agreeableness with job dissatisfaction (-.299**). It explains that the person higher on agreeableness is less likely to be affected by job dissatisfaction and have little chances to involve in self-employment. As agreeable people are calm, cooperative and flexible therefore they mold themselves according to the requirement of the job and rarely take the decision of self-employment. So individuals that are low on agreeableness are more likely to start their own businesses if influenced by push factors.

Hence on the basis of our findings Hypothesis 1a, 2a, 4a and 5a are rejected. While hypothesis 3a is partially accepted as Agreeableness has significant relationship with Job Dissatisfaction.

Personality characteristics and pull factors:

Personality characteristics have more significant impact on pull factors. Individuals who are high on conscientiousness and openness to experience are more likely to be influenced by financial incentives in their decision of self-employment. Conscientious people are practical, systematic and forward looking therefore they are well aware of the importance of money in their lives. On the other hand Openness to experience individuals are creative, imaginative and need innovation in all the tasks they perform. While working for someone else they cannot have monetary benefit they deserve. Therefore the realization of their talent and its monetary outcomes become a reason of self-employment decision for a creative and innovative person.

Self-determination has significant relationship with extroversion, conscientiousness and openness to experience. It means individuals high on these personality traits are likely to be influenced by their self-worth and are pulled towards self-employment. A person who is ambitious (Extrovert), achievement oriented (conscientiousness) and Intellectual (Openness) is influenced by his self-esteem and is more conscious about his goals and objectives. Therefore these characteristics with a combination of self-determination motives can result in self-employment decisions.

Autonomy and recognition needs can influence a persons' self-employment decision in the presence of personality characteristics of emotional stability and openness to experience. Neuroticism has negative but significant relationship with challenge that mean the person with low emotional stability is less likely to fulfill his need for recognition or autonomy and will not involve in business establishment.

Hence on the basis of our findings Hypothesis 3b is rejected and 5b are accepted while 1b, 2b and 4b are partially accepted.

CONCLUSION

The basic objective of this study is to contribute to the entrepreneurship literature by empirically testing the relationship of personality characteristics with entrepreneurial motivations in context of Pakistan. It also highlights that individuals are different in

term of personalities that can be helpful in predicting that why few entrepreneurs are influenced by push factors while others are influenced by pull factors.

This study shows that personality characteristics have not very strong relationship with push motivational drives but it has significant relationship with pull factors. The hypothesis concerning the relationship of pull factors and personality traits were supported which proves that in the presence of pull factors certain personality traits like conscientiousness, emotional stability, openness to experience and extroversion, can lead towards self-employment decision.

This study has supported the view of Rauch & Frese (2007) that personality traits are important in the study of entrepreneurship. The relationships found in this study have confirmed that personality of a person has significant relationships with motivational factors. Although its relationship is not very strong but it's significance cannot be denied. Hence, personality should be taken as an important predictor of entrepreneurial process.

DIRECTIONS FOR FUTURE RESEARCH

This research has studied the entrepreneurs of one city; further researches can be undertaken on data from different cities/countries. The findings of this study can be validated by using probability sampling. Another avenue of future research which can be of supreme importance is to compare entrepreneurs on gender basis by using the framework developed in the current study. Moreover, there is a need to see the moderating effects of variables that can impact the relationship of personality and motivational drives like culture or economic cycle.

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