

Characteristics of Community Entrepreneurs in Chiangmai, Thailand

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Tepsadej Sub-direct, Doisaket in Chiang Mai is the new natural attractions that can be developed as a tourist attraction. This natural resource has been conserved by community for more than 100 years and areas are mostly agricultural areas. Moreover, most of community entrepreneurs sell their own productive and products that can be found in the area. This research, then aims to discover entrepreneurs' characteristics. Questionnaire was used as a tool to collect data through 113 entrepreneurs for this exploratory research. Mean shows that most of entrepreneurs were married women, with more than 50 years of age, as well as they were single own businesses. Furthermore, the analysis explains that most of entrepreneurs are engrossment, commitment, responsible in their jobs and highly risk takers. In addition, they were opportunism, have had their own goals set, seek for information, were well planned, follow up their jobs, control and evaluate their job, and were incredibly self-confident. However, the study demonstrated that they lack of persuasion and network which need to be improved to create their efficiencies in running businesses.

1. Introduction

Entrepreneurship plays a major role in economic development and entrepreneurs are driving the new economy (Carree & Thurik, 2002). In Thailand, also it is believed that economic of the country is driving by entrepreneurs (Thechatakerng, 2012, 2009; Jansen et al. 2004; Van Stel and Carree, 2002). Entrepreneurship may involve in creating many job opportunities (Baycan-Levent, 2006). Tepsadej district, Doisaket, Chaingmai is one of the famous areas in natural tourism destinations. The majority is agricultural area of planting tea, coffee, flower, fruits, veggies and other agricultural products. Then, the greater parts of people in the community are farmers and also play the roles as entrepreneurs. Thai government policy tries to stimulate people to start a firm and to create an environment to perform well for entrepreneurs with support people in community such as free access to seminars, training, coaching or subsidized loans. Stimulating entrepreneurs and entrepreneurship is to stimulate the local people in that area who eager and will be successful after professional training starting up their businesses. However, It is argued that the success of a business depends on the entrepreneur's personality structure (Bianchi and Henrekson, 2005; Rauch and Frese, 2000). It is proposed that the personality of the entrepreneur has a crucial impact on the success of a firm, in particular when the firm is run by one entrepreneur alone or has only a few employees. Psychologists have identified several variables that appear to have a major influence on entrepreneurial success.

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These variables deal either with the human capital, that is, entrepreneurial knowledge, or with those personality characteristics that are important for developing entrepreneurial skills, such as need for achievement, locus of control, problem-solving orientation, interpersonal reactivity and assertiveness. These personal characteristics together with entrepreneurial knowledge define the character-based approach. As most psychologists further assume that the personality of human beings consists of given traits that are stable over time, it is expected that in particular the personality characteristics fulfil all prerequisites of allowing prediction of future success (Brandstatter, 1997). This study tries to explore the characteristics of entrepreneurial personality of entrepreneurs in Tepsadej district, Chiangmai, Thailand. In order to accomplish our objectives, this paper is organized into three sections, following this first section delineates the problem statements, while the second provides literature review, the third explains methodology and model and the fourth addresses the empirical part and finding. The last section discusses the findings of this paper concludes by identifying practical implications and future research.

2. Literature Review

2.1 The Character-Based Approach

Theoretical analysis of the key factors of entrepreneurial success has been manifold. As our empirical study concentrates on the predictive power of the character-based approach, which is composed of the personality structure and the human capital of an entrepreneur. We will limit our discussion in this section to the relevant models of entrepreneurial success. It should be underlined that other important models exist as well that also analyze the development of small firms, such as the business-oriented or the environmental approach (Blanchflower and Oswald, 1998; Williamson, 1985).

2.2.1 Personality Characteristics and Entrepreneurship

In particular psychological but also economic research has analyzed in detail which personality characteristics are fundamental for entrepreneurial success. The following traits have been defined as useful in explaining the past success and in predicting the future development of a newly founded business: motivational traits, such as 'need for achievement', internal locus of control, and need for autonomy, cognitive skills such as problem-solving orientation, tolerance of ambiguity, creativity and risk-taking propensity, affective, personality traits, such as stress resistance, emotional stability, and level of arousal, and social skills, such as interpersonal reactivity and assertiveness (Muller and Gappisch, 2005; McClelland, 1987, 1985, 1961). Previous research suggested the predictability of entrepreneurial success from a theoretical and an empirical point of view as follows;

The first (and most often discussed) variable to be analyzed is *need for achievement*. It expresses the motivation of business founders to search for new and better solutions than those given in the actual (market) environment, and their ability to realize these solutions through their own performance in the market (McClelland, 1961; Holmes and Schmitz, 1990; Lumkin and Dess, 1996). If a person is able to achieve such goals, it is said that the achievement motivation of this person corresponds to the prerequisite of becoming a successful entrepreneur. Significant differences with respect to this variable were found between entrepreneurs and managers by Begley and Boyd (1987), Green, David, and Dent (1996) and Muller (1999), and between successful and unsuccessful entrepreneurs

by McClelland (1987) and Goebel and Frese (1999).

Locus of control (drawing on a concept of Rotter, 1966, and Furnham, 1986) measures generalized expectations about internal versus external control of reinforcement. People with an internal locus of control believe that they are able to determine their future development through their own actions. Persons with an external locus of control believe that their own behavior does not have any impact on their future outcomes, and that success and failure is determined randomly, or by the external environment. Accordingly, it is assumed that persons with an internal locus of control will be more successful as entrepreneurs than individuals with an external locus of control. Empirical tests by King (1985), Bonnet and Furnham (1991), Rahim (1996) and Müller (1999) found significantly higher rates of locus of control for entrepreneurs than for managers. As to the comparison of successful with unsuccessful entrepreneurs, Goebel and Frese (1999) report significant differences.

Problem-solving orientation expresses the cognitive ability to act in a complex environment and to feel attracted to non-routine tasks. It enables an individual to understand and solve existing problems by transferring knowledge into specific actions (see also Conrad, Muller, Wagener, and Wilhelm, 1998). Empirical evidence that a high value in *problem-solving orientation* is correlated with entrepreneurship is found by King (1985), Buttner and Gyskiewicz (1993) and Muller (1999).

Interpersonal reactivity describes the ability to put oneself in the place of another person. In the context of entrepreneurship, it expresses the ability to approach other people and develop rewarding relationships with them (see, e.g., Bierhor and Muller, 1993). It is believed that a sufficient level of 'interpersonal reactivity' enables the entrepreneur to produce more client-oriented products, which is why this variable is related to entrepreneurial success. Empirical evidence on this relation is found by Baron (2000).

The final variable, *assertiveness*, expresses the ability to assert oneself and achieve one's interests in a socially acceptable way. This variable is therefore complementary to the previous one, interpersonal reactivity, and relates to the total performance of an entrepreneur towards his clients and suppliers. It is assumed that if the ability to assert oneself is sufficiently (but not excessively) high, the entrepreneur will be better able to achieve planned profits. Also with respect to this variable, empirical studies revealed significant differences between entrepreneurs and managers (cf. King, 1985; Chell, Harworth, and Brearley, 1991; Brandstatter, 1997; Muller, 1999).

It can be explained that entrepreneurship has studied from the perspectives of different disciplines. The tendency has been emphasised on quality at the expense of another. Many authors, Lowe & Marriott (2006) included, highlight traits such as: initiative, persuasive powers, ability to connect with other people, moderate risk-taking ability, flexibility, creativity, independence, problem-solving skills, foresight, a need for achievement, imagination, positive response to changes, self-confidence, leadership, perseverance, energy, resourcefulness and profit orientation. In addition, the study from Jaafar et al. (2004) focused on the need for achievement and locus of control.

Makhura (2011) cited Burch's (1986) study and highlighted traits that include a desire to achieve, nurturing quality, accepting responsibility, being optimistic and being a good organiser. Furthermore, Burch had observed that some scholars attribute the success of entrepreneurs to skills such as conflict resolution; interpersonal skills of supporting and nurturing; understanding interdependence and having learnt to incorporate mutual

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respect, trust, openness and mutual benefit into their roles. Burch conceived that entrepreneurial managers need strong people management, conceptual and creative problem-solving skills and marketing. Zeelie et al (2004:3) identify three (3) clusters of competencies related to entrepreneurial skills. These are proactiveness, achievement orientation and commitment to others. "Proactiveness" includes elements such as initiative and assertiveness. "Achievement orientation" includes seeing and acting on opportunities, efficiency orientation, concern for high quality of work and systematic planning. "Commitment to others" covers issues such as commitment to work contract and recognition of the importance of business relationships. Entrepreneurs have a unique personality, an ability to raise capital and are willing to take risks in contrast to the argument that entrepreneurs have a premium on traits such as, for example, ambition, achievement, reliability, competence and honesty. The measurement of entrepreneurship using two theories or concepts: "locus of control" and "need for achievement" cited by Makhura (2011) and Jaafar et al (2004). According to McClelland (1961) an entrepreneur is a person with a high internal locus of control. A high "internal locus of control" means that the person is responsible for his/her own actions and is self-motivated. An "external locus of control" means that one is dependent on others, chance or luck. "Locus of control" is measured on internal attributing, chance attributing and powerful others (Jaafar et al., 2004). Makhura (2011) and Jaafar et al (2004) entrepreneurial characteristics relate directly to a company's performance. Educational level is also meaningfully related to performance. In this study the entrepreneurs rated themselves highly on drive and the ability to recognise opportunity (Chandler & Jansen, 1992, p232).

In summary, we have reviewed the studies in this area, we summarized that the characteristics/qualities of a successful entrepreneur qualities or personal entrepreneurial characteristics (PEC) of successful entrepreneurs refer to the desired traits, which enable an entrepreneur to do what is expected of him/her and succeed in business. It is the combination of these characteristics that is required to enable any one to perform effectively as an entrepreneur. It is possible for people to develop these characteristics and succeed in their careers as entrepreneurs. Successful entrepreneurs have common characteristics, which are divided into three clusters; *achievement*, *planning* and *power* (Buiza, 2012).

2.2.1.1 Achievement Cluster

Opportunity seeking

This refers to the quality that enables the entrepreneur to see and act upon new business opportunities even in situations where other people see nothing but problems/hopelessness only. It also encourages him/her to seize unusual opportunities for obtaining the necessary resources such as financing, equipment, land, workspace, technical assistance, etc, which will enable him/her to implement his/her business ideas.

Commitment to the work contract

This is the ability to accept final responsibility for completing a job for the customers. Customers expect entrepreneurs to perform and to honor their commitments. It follows therefore that the entrepreneur should do everything possible to ensure that he/she fulfils the commitment with his/her customers. It means joining the workers to work with them to ensure that contractual commitments are fulfilled, the entrepreneur will do it.

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Persistence

This is the quality, which enables the entrepreneurs to develop determination to have a thorough job done at any cost in terms of personal sacrifice. By doing this, the entrepreneur remains working towards the achievement of his/her set goals.

Risk taking

Entrepreneurs are people who prefer taking moderate risks. Before they commit themselves and their resources, they assess the risks that are associated with a business opportunity that they have selected, and their ability to manage them, the benefits that they will realise and the challenges that they will face from the venture to be undertaken. Entrepreneurs can earn profits as a result of taking risks and the higher the risks, the higher the profits. However, entrepreneurs will always prefer to take on those risks that they can manage.

Demand for efficiency and quality

This is the quality that enables an entrepreneur to do things that meet or surpass existing standards of excellence or improve on performance by striving to do things faster, better and cheaply. By doing this, the entrepreneur remains ahead of others, makes more profits and retains a growing market share.

2.2.1.2 Planning Cluster

The planning cluster is made up of the following characteristics:

Goal setting

This refers to the ability of an entrepreneur to set clear and specific goals and objectives. These goals and objectives are normally high and challenging but at the same time, realistic and can be attained, given the resources that one has got at his/her disposal.

Information seeking

This is having the urge to look for the required information in order to make an informed decision, for example, selecting, starting and successfully managing the desired business. This calls for the concerned person to personally seek and obtain information regarding customers, suppliers, competitors as well as any other relevant information that is required to enable the entrepreneur make decisions and improve knowledge on his/her business.

Systematic planning and monitoring

This is the ability to develop plans that will be used in monitoring and evaluating the progress of the business. This helps the entrepreneur to carefully monitor his/her business" actual performance against desired performance and turn to other alternatives whenever the need arises; so as to achieve his/her set goals.

2.2.1.3 Power Cluster

Persuasion and networking

This is the ability to link, convince and influence other individuals, agencies and other groups in order to maintain business contacts at a high level. This will help or work for the cause of the business in a positive manner to accomplish own objectives.

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Self-confidence

This refers to having a strong belief or confidence in oneself and the ability to complete a difficult task or meet a challenge.

Finally, 10 Personal Entrepreneurial Characteristics (PEC) of entrepreneurs are used to analyze target participants in this study.

3. The Methodology and Model

This research explored the phenomenon of entrepreneurial personality of 113 small enterprises entrepreneurs in Tepsadej district, Chiangmai. 113 were influenced by the fact that similar studies looked at more or less the same number of participants. A self-rating questionnaire was selected as it would assist in establishing the competencies needed. Previous qualitative research on entrepreneurial competencies used the behavioural event interview (Man & Lau, 2000) and the critical incident technique (Spencer & Spencer, 1993). Other researchers, like Makhura (2011) and Jaafar et al (2004), used the “locus of control” and “need for achievement” approach to establish entrepreneurial competencies. A self-rating questionnaire strategy was deemed appropriate because the study focused on the experiences and observations of small entrepreneurs and was, therefore, used for gathering data in this research (Appendix A). Exploratory or descriptive research requires an emphasis on context, setting and participants’ experience (Chandler & Jansen, 1992, p227). These authors discussed that a self-rating questionnaire should meet the following conditions: it should be a structured rating instrument; be used as a self-development tool, and work in isolation from others.

The study was limited to Tepsadej district, Chiangmai because it was possible to access to database on entrepreneurs. There were 723 household in Tepsadej district, where consisted of 8 villages; BanPangbong, NumKoang, Papan, Maeton, Pongtong, Dong, Panghai, and Kumpang. We designed sample size from Raosoft¹, after that 113 questionnaires were distributed to entrepreneurs in 8 villages to fill and to rate their PEC (table 1). The researcher used his or her own judgement about which respondents to be selected. Bailey (1982, p100) argued that the correct sample size was depended upon the nature of the population and the purpose of the study.

Table 1: Household Number and Size of Sample

| Villages | Num. Of Household | Sample Size (Household) |
|---------------|-------------------|-------------------------|
| 1 BanPangbong | 74 | 12 |
| 2 NumKoang | 103 | 15 |
| 3 Papan | 77 | 12 |
| 4 Maeton | 101 | 15 |
| 5 Pongtong | 72 | 12 |
| 6 Dong | 83 | 13 |
| 7 Panghai | 140 | 22 |
| 8 Kumpang | 73 | 12 |
| Total | 723 | 113 |

4. The Findings

Descriptive Information of Interviewed Micro-entrepreneurs

4.1 Characteristics of the Respondents and Characteristic of Businesses

This section provides some background information on the micro-entrepreneurs interviewed, including the demographical characteristics of entrepreneurs. 113 entrepreneurs were interviewed and filled the questionnaire.

4.1.1 Characteristics of Respondents

The gender spread represented by Table 2 shows that the majority (66%) of the participants was women in Tepsadej District. This was contrast with the previous study (Potsasin & Thechatakerng, 2014), that men played the major role in starting entrepreneurs. The study also depicts they were married (80%), and the age distribution in the district of Tepsadej. 64% of the participants were drawn from the age group of 45>55 years. Table 2 shows that more than 90% of the participants were in possession of secondary education or below. Table illustrates that 58.4% of the participant had earning between 100,000-150,000 per year, follow up with earning <100,000 (31%).

Table 2: Characteristics of Entrepreneurs: Gender, status and education level

| Descriptive | | Amount | | |
|-------------------------|--------------------|--------|-------|--|
| | | N | % | |
| Gender | woman | 66 | 58.40 | |
| | man | 47 | 41.60 | |
| Status | married | 80 | 70.80 | |
| | single | 28 | 24.80 | |
| | divorce | 5 | 4.40 | |
| Education | Secondary or less | 102 | 90.30 | |
| | University or more | 8 | 7.10 | |
| | vocational | 3 | 2.70 | |
| Age | >55 | 41 | 36.30 | Demonstrated only first 3 ranking from 5 |
| | 45-54 | 32 | 28.30 | |
| | 35-44 | 20 | 17.70 | |
| Earning (Baht/year) | 100,000 – 150,000 | 66 | 58.40 | Demonstrated only first 3 ranking from 5 |
| | < 100,000 | 31 | 27.40 | |
| | 150,000 – 200,000 | 9 | 8.00 | |
| Experienced in business | Yes | 99 | 87.60 | |
| | No | 14 | 12.40 | |

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4.1.2 Characteristics of Enterprise

Most of them were micro-enterprises, and were dominated by production of type of business (91%). Form of enterprise was single own by entrepreneur, in addition, the experienced firms were in the majority at 76%. This study, firms have established for 4 or more than 4 years, defined as experienced firm, but less than 4 years as young firms (Thechatakerng & Rialp, 2005).

Table 3: Characteristics of enterprise by Type, Form and Duration of enterprise

| Description | | Amount | | |
|------------------|---------------------|--------|-------|--|
| | | N | % | |
| Type of Business | Production | 91 | 80.50 | Demonstrated only first 2 ranking from 5 |
| | merchant | 16 | 14.20 | |
| Form of Business | Sole proprietorship | 100 | 88.50 | Demonstrated only first 2 ranking from 3 |
| | Ltd.part. | 12 | 10.60 | |
| Duration | >10 | 76 | 67.30 | |
| | 4-10 | 23 | 20.40 | |
| | <4 | 14 | 12.40 | |

4.2 Personality Characteristics of Entrepreneurs

Personality Variables

The results show that personality characteristics matter for the probability of being self-employed.

4.2.1 Personality Characteristics of Entrepreneurs

In overall of the view of Most of entrepreneurs in Tepsadej district indicated the strength in persistence (17.44), risk-taking (17.19) and commitment to work contract (17.3). Follow by systematic planning and monitoring, goal setting and information seeking. While some others personality characteristics of entrepreneurs such as persuasion and networking, demand on efficiency and quality demonstrated the weakness. Nevertheless, we looked more inside by breaking up into each village (8 villages). Table 4 shows some significant that should be paid more attention.

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Figure 1: Personality characteristics of Entrepreneurs

| | 0 | 5 | 0 | 5 | 0 | 5 |
|--|---|---|---|---|--------|---|
| | | | | | | |
| | | | | | | |
| | | C | | | | |
| Opportunity seeking | | | | | *16.15 | |
| Commitment to the work contract | | | | | *17.13 | |
| Persistence | | | | | *17.44 | |
| Demand for efficiency and | | | | | *15.88 | |
| Risk taking | | | | | | |
| Goal setting networking | | | | | | |
| Information | | | | | | |

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**Systematic
planning and**

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4.2.2 Identified Entrepreneurial Competencies of the Entrepreneurs are Divided by Village

Persuasion and

The table below demonstrates the scores per profile area, we defined score below 15 as weak and above 15 as strong. For instance, 113 participants which are broken by village showed score as follows:

4.2.2.1 Achievement Cluster

Opportunity seeking

Participants in the village 1 scored above 15 on opportunity seeking. It meant that participants were strong in this area but the most of the rest of them (village 2- 8) lack of opportunity seeking competence. We interpreted that village 2-8 required the quality that make the entrepreneur see and take action upon new business opportunities even in situations where other people see nothing but problems/hopelessness only.

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Commitment to the work contract

3 (village 2, 3, 4) from 8 villages confirmed that the participants had the strong competence in accepting final responsibility for completing customers' tasks, while the rest of participants needed to improve in ensuring themselves to fulfill the commitment with their customers.

Persistence

Most of participants scored above 15 indicated that they were able to complete their tasks either profit or loss in terms of personal sacrifice, excluding 2 villages; Pongtong and village 8 – Kunpang.

Risk taking

Only entrepreneurs in village 5 and 8 scored below 15, it meant they did not possess the competence. We interpreted that they could not manage those risks so they would not prefer to take risk.

Demand for efficiency and quality

Table 4 indicated that only entrepreneurs from Ban Pangbong were able to do things that meet or surpass existing standards of excellence or improve performance by striving to do things faster, better and cheaper, whereas the rest of entrepreneurs need to be improved.

4.2.2.2 Planning Cluster

Goal setting

Entrepreneurs in Village 2 and 3 confirmed their ability to set clear and specific goals and objectives. Whereas the rest scored the lack of this points.

Information seeking

Only entrepreneurs in village 1 scored above 15. They explained their having the urge to look for the required information in order to make an informed decision. While others (the rest of entrepreneurs) should be related information to enable the entrepreneur make decisions and improve knowledge on their businesses.

Systematic planning and monitoring

The finding shows that entrepreneurs in 4 (village 5, 6 and 8) of 8 village needed the ability to develop plans in monitoring and evaluating the progress of the business.

4.2.2.3 Power Cluster

Persuasion and networking

Most of entrepreneurs scored below 15. It meant they had weak abilities to link, convince and influence other individuals, agencies and other groups in order to maintain the wide ranged business network.

Self-confidence

The results showed that only entrepreneurs in Village 1 and 3 had strong beliefs or confidences in themselves and had the ability to complete difficult tasks or meet challenges.

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Table 4: Findings of the current study on entrepreneurial competencies.

| Personal Characteristics & of Entrepreneurs | Break by Village of Tepsadej, Chiangmai (%) | | | | | | | | summary |
|---|---|------------------|---------------|----------------|------------------|--------------|-----------------|-----------------|---------|
| | Ban Pangbong (Moo 1) | Num Kong (Moo 2) | Papan (Moo 3) | Maeton (Moo 4) | Pongtong (Moo 5) | Dong (Moo 6) | Panghai (Moo 7) | Kumpang (Moo 8) | |
| Achievement Cluster | | | | | | | | | |
| Opportunity seeking | 14.93 | 14.57 | 15.31 | 14.50 | 13.46 | 13.57 | 14.40 | 13.57 | 100% |
| Commitment to the work contract | 14.99 | 15.52 | 15.40 | 15.93 | 14.79 | 14.97 | 14.68 | 14.97 | 100% |
| Persistence | 15.52 | 16.11 | 16.19 | 15.18 | 14.10 | 15.71 | 15.97 | 14.68 | 100% |
| Demand for efficiency and quality | 15.04 | 14.40 | 13.01 | 14.36 | 13.34 | 14.45 | 14.68 | 13.13 | 100% |
| Risk taking | 15.40 | 15.16 | 15.84 | 15.59 | 14.48 | 15.41 | 15.69 | 14.16 | 100% |
| Planning Cluster | | | | | | | | | |
| Goal setting | 14.69 | 15.04 | 15.40 | 14.30 | 13.27 | 13.94 | 14.68 | 14.90 | 100% |
| Information seeking | 15.34 | 14.75 | 14.42 | 14.70 | 13.65 | 14.16 | 14.04 | 14.16 | 100% |
| Systematic planning and monitoring | 15.58 | 15.16 | 15.93 | 14.02 | 13.02 | 14.60 | 15.53 | 14.31 | 100% |
| Power Cluster | | | | | | | | | |
| Persuasion and networking | 14.28 | 10.97 | 11.06 | 12.32 | 11.44 | 11.50 | 10.82 | 13.72 | 100% |
| Self-confidence | 15.34 | 14.28 | 15.58 | 13.48 | 12.52 | 13.50 | 14.36 | 12.24 | 100% |

5. Summary and Conclusions

The study reviews on the frameworks developed by Buiza (2012), Makura, S.M. (2011), Man & Lau (2000), Spencer & Spencer (1993), Jaafar et al (2004) and Nkado (1998). Based on these theoretical foundations, the study shows that entrepreneurs at Tepsadej district, Chiangmai, Thailand need to develop the following competencies: opportunity scanning persistence, information seeking, self-confidence, goal setting and persuasion and networking. The study divides similarities with, and differences to, Makura, S.M. (2011), Man & Lau's (2000) and Spencer & Spencer's (1993) studies. The major similarity relates to the need of opportunity and systematic planning competencies. The difference is associated with relationship and organising competencies. The current study reveals elements that do not present in the studies of Man & Lau (2000) and Spencer & Spencer (1993): in addition to the entrepreneurial competencies, the current study presents a persuasive case for the entrepreneurs in Tepsadej district to develop opportunity scanning persistence, information seeking, self-confidence, goal setting and persuasion and

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networking. Based on the finding of this study, it is recommended that entrepreneur need to develop opportunity scanning persistence, information seeking, self-confidence, goal setting and persuasion and networking competencies by selection of entrepreneurs into incubation programmes.

This paper, the limitation has also been found that small size of samples used in the study, the result from the study should be treated with caution. Furthermore, future research should be focused in assessment the success of an entrepreneurial venture in Tepsadej district and monitoring into the financial position of the firms. In addition, the differences in success between male and female entrepreneurs should also be centred.

Endnotes

1Raosoft, *Sample Size Calculator*, Raosoft, viewed 20 May 13 <<http://www.raosoft.com/samplesize.html>>

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Appendix

Appendix A: Self-Rating Questionnaire

Your Name (Mr/Mrs/Ms)
Company.....
Area
Age
Education Level
Trade/Work.....

Instructions

1. This questionnaire consists of 70 brief statements. Read each statement and decide how well it describes you. Please be honest about yourself.
2. Select one of the numbers below to indicate how well the statement describes you:
5 = very well, 4 = well, 3 = somewhat, 2 = very little, 1 = not at all
3. Write the number you select on the line to the right of each statement. Here is an example:

I remain calm in stressful situations

The person who responded to the item above wrote a "3" indicating that the statement described him or her somewhat.

4. Some statements may be similar, but no two are exactly alike
5. Please answer all questions

Write the number on the line to the right of each statement.

| Question number | Statement | Score |
|-----------------|---|-------|
| 1 | I look for things that need to be done | |
| 2 | I like challenges and new opportunities | |
| 3 | When faced with difficult problems, I spend a lot of time trying to find a solution | |
| 4 | When starting a new task or project, I gather a great deal of information | |
| 5 | It bothers me when things are not done very well | |
| 6 | I give much effort to my work. | |
| 7 | I find ways to do things faster | |
| 8 | I plan a large project by breaking it down into smaller tasks | |
| 9 | I think of unusual solutions to problems | |
| 10 | I feel confident that will succeed at whatever I try to do | |
| 11 | I tell others when they have not performed as expected | |
| 12 | I get others to support my recommendations | |
| 13 | I develop strategies to influence others | |
| 14 | No matter whom I'm talking to, I'm good listener | |
| 15 | I do things that need to be done before being asked to | |

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| | by others | |
| 16 | I prefer activities that I know well and with which I am comfortable | |
| 17 | I try several times to get people to do what I would like | |
| 18 | I seek the advice of people who know a lot about the problems or tasks I am working on | |
| 19 | It is important to me to do high quality job | |
| 20 | I work long hours and make personal sacrifices to complete jobs on time | |
| 21 | I am not good at using my time well | |
| 22 | I think about the advantages and disadvantages of different ways of accomplishing things | |
| 23 | I think of many new ideas | |
| 24 | I change my mind if others disagree strongly with me | |
| 25 | If I am angry or upset with someone, I tell that person | |
| 26 | I convince others of my ideas | |
| 27 | I do not spend much time thinking about how to influence others | |
| 28 | I feel resentful when I don't get my way | |
| 29 | I do things before it is clear that they must be done | |
| 30 | I notice opportunities to do new things | |
| 31 | When something gets in the way of what I am trying to do, I keep on trying to accomplish what I want | |
| 32 | I take action without seeking information | |
| 33 | My own work is better than that of other people I work with | |
| 34 | I do whatever it takes to complete a job | |
| 35 | It bothers me when my time is wasted | |
| 36 | I try to think alone of problems I may encounter and plan what to do if each problem occurs | |
| 37 | Once I have selected an approach to solving a problem, I do not change that approach | |
| 38 | When trying something difficult or challenging, I feel confident that I will succeed | |
| 39 | It is difficult for me to order people to do things | |
| 40 | I get others to see how I will be able to accomplish what I set out to do | |
| 41 | I get important people to help me accomplish my goals | |
| 42 | In the past, I have had failures | |
| 43 | I take action before it is clear that I must | |
| 44 | I try things that are very new and different from what I have done before | |
| 45 | When faced with a major difficulty, I quickly go to other things | |
| 46 | When working on a project for someone, I ask many questions to be sure I understand what that person wants | |
| 47 | When something I have been working on is satisfactory I do not spend extra time trying to make it better | |
| 48 | When I am doing a job for someone, I make a special effort to make sure that person is satisfied with my | |

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| | work | |
| 49 | I find ways to do things for less cost | |
| 50 | I deal with problems as they arise, rather than spend time trying to anticipate them | |
| 51 | I think of many ways to solve problems | |
| 52 | I do things that are risky | |
| 53 | When I disagree with others, I let them know | |
| 54 | I am very persuasive with others | |
| 55 | In order to reach my goals, I think of solutions that benefit everyone involved in the problem | |
| 56 | There has been occasions when I took advantage of someone | |
| 57 | I wait for directions from others before taking action | |
| 58 | I take advantage of opportunities that arise | |
| 59 | I try several ways to overcome things that get in the way of reaching my goals | |
| 60 | I go to several different sources to get information to help with tasks or projects | |
| 61 | I want the company I own to be the best of its type | |
| 62 | I do not let my work interfere with my family or personal life | |
| 63 | I get the most I can out of the money I have to accomplish a project or task | |
| 64 | I take logical and systematic approach to activities | |
| 65 | If one approach to a problem does not work, I think of another approach | |
| 66 | I stick with my decisions even if others disagree strongly with me | |
| 67 | I tell people what they have to do, even if they do not want to do it | |
| 68 | I cannot get people who have strong opinions or ideas to change their minds | |
| 69 | I get to know people who may be able to help me reach my goals | |
| 70 | When I do not know something, I do not mind admitting it | |

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Appendix B: Scoring Sheet

| Rating of statements | Score | Competency |
|--|-------|----------------------------------|
| $_+ _+ _+ _- _- +6 =$ (1) (15) (29) (43) (57) | | Initiative |
| $_- _- + _+ _+ _- +6 =$ (2) (16) (30) (44) (58) | | Sees and acts on opportunities |
| $_+ _+ _- _- + _+ +6 =$ (3) (17) (31) (45) (59) | | Persistence |
| $_+ _- _+ _- + _+ +6 =$ (4) (18) (32) (46) (60) | | Information seeking |
| $_+ _+ _- _- + _+ +6 =$ (5) (19) (33) (47) (61) | | Concern for high quality of work |
| $_+ _+ _+ _- +6 =$ (6) (20) (34) (48) (62) | | Commitment to work contract |
| $_- _- + _+ _+ _+ +6 =$ (7) (21) (35) (49) (63) | | Efficiency orientation |
| $_+ _+ _- _- + _+ +6 =$ (8) (22) (36) (50) (64) | | Systematic planning |
| $_+ _- _+ _+ +6 =$ (9) (23) (37) (51) (65) | | Problem solving |
| $_- _- + _+ _+ _+ +6 =$ (10) (24) (38) (52) (66) | | Self confidence |
| $_+ _- _+ _+ +6 =$ (11) (25) (39) (53) (67) | | Assertiveness |
| $_+ _+ _+ _- +6 =$ (12) (26) (40) (54) (68) | | Persuasion |
| $_- _- + _+ _+ _+ +6 =$ (13) (27) (41) (55) (69) | | Use of influence strategies |
| TOTAL SCORE | | |
| $_- _- _- _- +18 =$ (14) (28) (41) (55) (70) | | Correction factor |