



**Master Thesis: An academic revision of the  
female entrepreneurs' characteristics  
needed to enhance women's  
performance. An empirical application  
to Laos.**

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**Master's Degree in business of Product and Service  
Management**

**September 2016**



## Abstract

An entrepreneur is one who creates a new business, usually in risk situation and whose purpose of creating such a business is profit. The entrepreneur's personal characteristics, environmental and social factors are responsible for the birth of a new enterprise. For achieving success, the entrepreneurs need to have skills necessary to develop their business and apply their capabilities to any situation they face. Nowadays, there are a great number of women entrepreneurs, and they have become an important part of any enterprise. Many women now have the ability to start and run their own businesses. Women are now very capable of running businesses and being a part of the economic institution more than at any time in the past.

Women in Lao PDR are keen to know how to become good entrepreneurs. Their personal characteristics are vital in running a business, which is a challenge for women in Laos. The characteristics of entrepreneurs along with their competencies and skills to make the business successful are the most important factors to drive the SMEs society. In this work, we explore the existing academic literature to study the conditions that help female entrepreneurs achieve success explaining these conditions will be very helpful for those promoting female entrepreneurship and also those women considering creating a company, specially in countries where women are not yet in an equal situation to men.



## Acknowledgement

I am a Masters student majoring in Business of Product and Service Management, Faculty of Business Administration (ADE) at the University Politecnica in Valencia, Spain 2016.

I would like to acknowledge the support and time that Professor Marival Segarra Oña, academic supervisor of the programme, gave me. I thank her for all the good advice she gave me on this final thesis of my Masters programme.

A lot of thanks for the Business School professors who are doing a great job teaching the best skills and passing on their knowledge of great working skills, and offering useful suggestions on business skills. I am also thankful for the good experience I got practicing in the classroom.

A big thanks to the scholarship of Erasmus Mundus, GATE project that has been a huge support for the study of my Masters degree at the Universidad Politecnica de Valencia. Thank you so much for giving me a wonderful chance to gain more knowledge and providing me more experience by living in Europe.

I wish to thank my family and friends who gave me a lot of support and encouraged me pursue my Masters. I thank them for all of the inspiration they were to me to write this Masters thesis far away from home, in University Politecnica De Valencia.

I would like to thanks the UPV (Universitat Politècnica de València), the Erasmus Mundus association and the OAI (Oficina de Acción Internacional) for giving me this superb opportunity to gain education skills and also for giving a lot of support in all other ways too.

Last but not the least, I would like to thank all my colleagues and faculty for sharing a new skills and knowledge during the Masters class and while working as a team.



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## Abbreviation

BOL	Bank of Lao PDR
IGAs	Income Generating Activities
ILO	International Labour Organization of Laos
IUCN	International Union For Conservation of Nature
JICA	Japan International Cooperation Agency
Laos.GIZ	Gesellschaft für Internationale Zusammenarbeit (GIZ)
Lao. PDR	PDR Lao People's Democratic Republic
MICT	Ministry of Information, culture and tourism of Laos
MIH	Ministry of Industry and Handicraft of Laos
MOLSA	Ministry of Labour and Social Welfare
MPI	Ministry of Planning and Investment Laos
MPSDF	Mekong Private Sector Development Facility
MWEC	Mekong Women's Entrepreneurship Challenge
NGO	Non-governmental Organizations
PRF	Poverty Reduction Fund
UNIO	United Nations Industrial Development Organization
USAID	United States Agency For International Development
WEDGE	The Women's Entrepreneurship Development and Gender Equality



## **1.- Introduction.**

Laos is an underdeveloped country in Southeast Asia. It has been a member of the ASEAN Economic Community (AEC) since 2015. AEC's main objective is to connect trading and maintain business communication all over Asia. Laos has been attracting numerous new investors in the business sector due to its ideal location and cheap labour market.

Laos or Lao People's Democratic Republic (Lao PDR) is a country with an outstanding manufacturing industry in the Asian line of manufacturers. The handicraft industry serves as one of the most important exports. The main exports of Laos are handicrafts where more than 50% of the GDP lies. Moreover, around 60% of the population in Laos has a good knowledge of handicraft and most of them are skilled female workers coming down from families where many generations have been in this sector, making up over 80% of Laos' labour force.

This economic growth has left a lot of competition in businesses. It presents different kinds of management skills, a lot of new technology, marketing strategy, metrology, a new variety of frameworks with existing business models and management plans for business development, inclusion about the characteristic of the female entrepreneurs needed to launch their businesses.

The Lao government supports the idea of women weaving cotton as part of the agriculture industry because cotton cloth is part of the outstanding identity of Laos. Almost all women in Laos use this cloth traditionally and on special occasions. The national costumes of Laos are made from cotton and it is well known across the world. In addition, the Lao Women's Union has been established to assist and promote the tradition of cotton weaving in Laos. In 1999, Luang Prabang, in the north of Laos, became a member of the World Heritage, and the Lao government suggested there should be a Cultural Village of Laos. Woven products have been promoted as part of tourism. Besides presenting the image of Lao PDR being a peaceful place with natural beauty, and a lot of organic products and cultural preservations, woven handicrafts serve as an attraction for tourists to visit the country.

This has made Laos put more efforts in promoting the cotton products and supporting the Lao population in the cotton industry. The production of cotton cloth





is an outstanding handicraft in Lao society. The tradition of Lao cotton weaving can be seen as an expression of women's skills in weaving and decision-making. When it comes to cotton products such as the design of *sinh* (Lao skirts/sarongs), whose patterns differ depending on the types of cotton used and the regions in which they are made, Lao women possess the competency to grow cotton plants and select specific colors using organic plants for dyes. Moreover, they can also design and make the appropriate types of cloth for use according to their lifestyles. To further the possibility, they use this competency to start their own business by selling the products they make to match with Laos' traditions; namely the culture and the religion they believe in.

Considering this, to know the characteristics that help female entrepreneurs to become successful is a key factor for Laos' economic development. That is why, in this work, a literature revision will be deployed with the objective to detect and classify those competencies and characteristics that may help women to achieve better performance.

The study will also discuss what important characteristics make up a good leadership among the female entrepreneurs and how to incorporate them into their business skills. Findings will be summarized in accordance with different typologies.

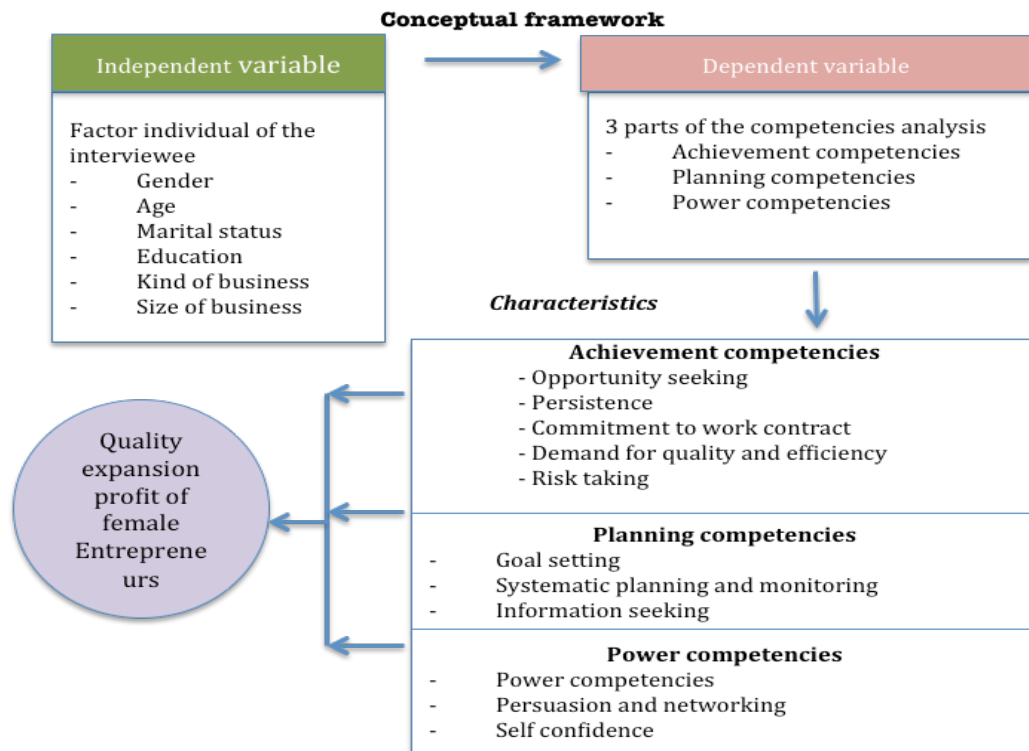
## **2.-Methodology**

### **2.1 The conceptual framework of PECs for analysis**

Most of the problems that occur for the SMEs in Lao PDR, arise from the personnel, especially a lack of spirit for the entrepreneurs to launch their business, and the lack of business management. Good nature employee to work with is not enough to run the business as all the above-mentioned issues can affect and cause the business to fail (Ministry of Planning and Investment (MPI). 2011). The entrepreneurs are the main factor in making the business survives, successful and effective in the highly competitive economic society by following the concepts of **PECs** (Personal entrepreneurial characteristics) conceptual framework (Fonacier & Mueller, 2007). Fonacier indicated that a good entrepreneur must have the following

three competencies: Achievement competencies, Planning competencies and Power competencies.

The PECs are the conceptual framework, following the methodology by the Mcbay & company and management system (Fonacier & Mueller, 2007). The potential of being an entrepreneur is to reach the goal and succeed in the economy, the aim of developing the knowledge and ability to comply with various pools, which need to have the skills of competencies to run the business. Included in Achievement competencies, Planning competencies and Power competencies that the entrepreneurs should learn and know all of those three competencies before start to be the enterprise (Kabatire, et al., 2007).



Source: Fonacier, R. and Mueller, J. (2007) Journal of Asia Entrepreneurship and Sustainability.

Figure 1: The conceptual framework of the personal entrepreneurial characteristics (PECs).

One of the most important factors leading to an increase in the economy of a country is the policy of the government and the entrepreneurs, which is the main thing to push economic activity. The enterprise should know about the strategy of



business skills such as the achievement to be succeeding, the confident, planning skills and risk, etc. (Ryan, et al., 2006).

The competencies that people or organizations have affect the development of the business. If the person has been training to his or her full extent/capacity, it will enable organizations to develop the business further in the aim of developing the knowledge and ability to comply with various pools, which need to have the skills of competencies to run the business. (Garzón, 2009, McClelland, 1965). The PECs is a conceptual framework, which include the three competencies that should be considered such as achievement, planning and power competencies (Kabatire, et al., 2007). The PECs (Fonacier & Mueller, 2007) is the conceptual framework that we will use in this work.

This work has made extensive use of the information, data and research available from articles, information from the web world of knowledge and science, blogs and news paper articles, books on business studies, books on entrepreneurship, research papers on gender equality, research papers on small and medium size enterprise management, research papers and websites of Asian development bank, world bank website, magazines, research manuals of women leadership, Laos' official website of index, report from the Ministry of business development, information report from Ministry of planning and investment, information research from the papers in the library of NUL ( National University of Laos), reports of the Ministry of Human Resource Development, department of industrial and trading agriculture alumni of Savannakhet Laos, information report from LWU (Lao Womens Union), the research papers, thesis and analysis available online.

The secondary data include articles, theories, thesis, research papers gathered from the other researchers including from the Laos and Mekong country area, and from published and unpublished documents, and articles from books and journal.

Secondary data as a source of information are the documents or the reports that relate or discuss the original information presented elsewhere. The secondary data are transmitted from the primary data or primary data compiled and synthesized into a new one. The authors report will compare all the information and all the research results from the secondary data, the thesis, research papers and research reports from the other researchers and analysers. Secondary data involves the analysis, interpretation, synthesis, generalization, and evaluation of the original information.

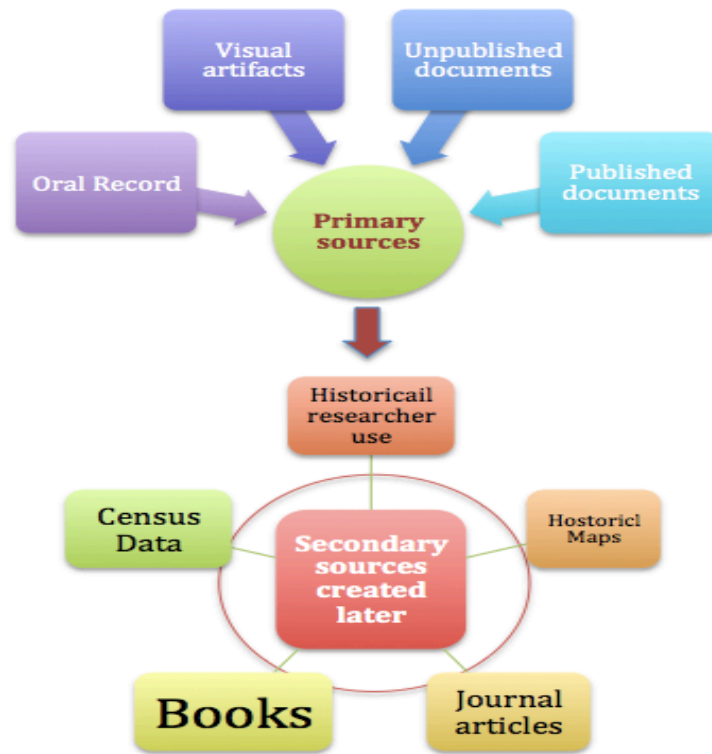


Figure 2: Mode of study Data.

Therefore, considering the main variables studied in the PECs framework, a selection of authors has been made (see table 1) in order to set the theoretical background of the study.

Table 1: Characteristics of entrepreneurs from the literature reviews selection based on PECs.

Characteristics of the entrepreneurs	Sources
Achievement competencies -Opportunity seeking - Persistence -Commitment to work contract - Demand for quality and efficiency - Risk taking	Hani, et al.,2012, , Coskun, S. 2009. Haan, I. D. 2010. Sarri & Trihopoulou, 2005,
Planning competencies - Goal setting - Systematic planning and monitoring Information seeking	
Power competencies - Persuasion and networking - Self confidence	



### **3.-Literature review**

Many theories reviewed about good entrepreneurs, also explain how to develop and suggest about the capability of entrepreneurs (Dess, et al., 2005). The entrepreneurs should possess many competencies such as: leadership skills, financial, business management, experience, confidence, communication, networking and risk-taking ability (Hatten, 2006). They should also have the achievement skills, planning competencies and power to be good entrepreneurs (Fonacier, 2007). However, more research has made it clear that the entrepreneurs of SME owners have different ability traits (Henry, et al., 2005), which include a strong internal local controlling, tolerance of risk situations, self-confidence, opportunity seeking, environment changing, problem solving and goal setting (Abbas, 2010). The entrepreneurial characteristics can be very important and effective when they launch their business and to become good entrepreneurs (World Bank Report, 2014).

#### **3.1 Definition of entrepreneurs**

There are many existing definitions for entrepreneurs in many literature reviews (Henry, et al., 2005). An entrepreneur should have the necessary characteristics for starting a business; they should also have the individual personal character of the entrepreneurs (Ahmand & Seymour, 2008). From this it can be understood what the real entrepreneurs are and what they do (Kaur, 2013). It is necessary to note that there is no simple answer for the question that is often asked, ‘what it is to be an entrepreneur?’ (Henry, et al., 2005), and the most exciting aspect of an entrepreneur’s life is ‘satisfaction with what you do for yourself and motivating those around you to work. It is innovation, fun and creativity more than purely financial. In most entrepreneurship they do not have to run their own company, but they should try to look beyond the obvious and accept the result of whatever they do (Henry, et al., 2005,p.98). An entrepreneur is one, who creates a new business in risk situations and whose aim is of the achievement of profit (Mongia, 2013). The integration of the business process, demonstrations and working methods is very important to the entrepreneurs. In addition, the business is the skills and knowledge that set a powerful addition to adjusting the attitude, skills and abilities of entrepreneurs associated with the business (Bygrave, 2004,).



A successful business needs to have good entrepreneurs to manage and achieve the goal as the main factor of the Entrepreneurial orientation. The dimension of entrepreneurship, which involves a form of decision-making and implementation includes: autonomy, innovativeness, proactive, competitive aggressiveness, and risk taking; these five dimensions are very useful to work together. Therefore, develop the ability of enterprise to become good entrepreneurs (Dess, et al., 2005). These attributes are all important in the business world where there is fierce competition. There are many career opportunities in the work environment such as opportunities for scientists and engineers to use their expertise towards the success of the projects within an organization. It is important to provide them the opportunity to transform ideas into the commercial products that will be useful in the economy through the creation and development of companies (Bygrave, 2004). Recognition and the opportunity to be recognized require a combination of knowledge, skills, expertise, technology, finance, regulations and communications in marketing (Ahmand & Seymour, 2008). The firms that have survived and grown also require that the entrepreneurs need to be educated. Entrepreneurs need to have the idea for launching their business depending on factors such as alternative career prospects, friends and family, the state of the economy, role models and the availability of the result. To begin a new enterprise, the entrepreneur's personal characteristics, environmental and sociological factors are essential (Bygrave, 2004). To become a successful entrepreneur, it is necessary to have skills that can develop their business and their capabilities to apply to any situation they face. Following the skills of sales and marketing, financial know-how, self-motivation skills, time management skill is the basic skills for the start up enterprise (Abbas, 2010). Entrepreneurs also are persons who have/see the opportunity and can profit from launching the business. To launch a business Hatten mentions what the behaviour of the entrepreneur should be: creative, innovative, risk management, general management and the performance intention (Hatten, 2006).

Nowadays women entrepreneurs have grown a lot and it has become an important part in association with the enterprise. Many women now have the ability to start their own businesses and organize them on their own (Brush, et al.2009). They have an entrepreneurship model with a process regarding the capability of women, ideas, skills and talents that they have equal to those of men in the society



(Baron & Henry, 2011). Women now are very capable on the business ground of the economic institution more than in the past. A number of women who have more experience are ready to serve as mentors for the next generation of businesswomen in this stage of economic competition; however, the structure of the company or the organization is sometimes not well organized. The society has a gender gap in wages. For the relationship between genders in the work environment, the gender uniformity should be focused on more in order to reduce the gender-related differences. (Terjesen & Sullivan, 2011) The psychology and entrepreneurship research is an effort made in women's business enterprise and the motivation for women to relate to being entrepreneurs (Baron & Henry, 2011). Entrepreneurship now has a lot of stimulation in the economic competition both in developed and developing countries (Maden, 2015). The research of women's entrepreneurship was prevalent in the case of the developed countries (Cetindamar, et al., 2012), but in the developing countries it was different; in the developing countries the research of women's entrepreneurship in the economic development is not enough (Maden, 2015)

There are many theoretical perspectives of the differences between female-owned businesses and businesses owned by men. It was found that women-owned businesses have continued to outlive male-owned businesses in many industries in Laos are in a wide variety of industries; most of the outstanding ones have been in educational services. The analysis found that the largest industries were female-owned businesses and were related to clothing and sales and services; these are more common with the female-owned businesses than male-owned businesses (Kalnins & Williams, 2014). One point that seems to come out clearly in women entrepreneurs in small and medium enterprise is they have different personality attribution included risk taking, strong control, self confidence, opportunity seeking, problem solving and conscientiousness (InfoDev, 2014, Worl Bank, 2014).

### **3.2 The characteristic of entrepreneurs**

To be a good entrepreneur it is necessary to have special characteristics as mentioned, to being the new business is always challenge to face with something new and different (Mongia, 2013). The components to become successful as a business include accountants, lawyers, scientists, engineers and marketers who are well trained and the combination of their skills works together as one. Indeed, a company's



success in high-growth companies wasn't from only one entrepreneur but also an accomplishment of other entrepreneurs with different skills (Bygrave, 2004). The entrepreneur is the key to success as a decision-maker in the commercial, entrepreneurial realm. He or she is one who has a typical feature or qualities such as being creative, aspiring to reach the goals, and also should have ability to identify opportunities and be innovative (Neneh, 2011) The ability to incorporate the skills is needed in order to recognize and localize the opportunity to affect reality. Entrepreneurs also have strong beliefs, desire of honour and reputation and confidence in the capacity of the project ahead (Henry et al. 2005). Learning about personal experiences of the operators of how they make use of opportunities and build strong regional industry and how they effectively develop aspirations and confidence, the entrepreneur should include the entrepreneurial processes (Bygrave, 2004).

The entrepreneur processes included in the stages are the concept or the idea of launching a business, which make the entrepreneurs continue and provide their services. Almost of the entrepreneurs' behaviours were shaped by their own competencies and the environment (Bygrave, 2004). There also have different views on entrepreneurship; Gartner's view understands entrepreneurship as the creation of new organization (Davidsson, 2003,). The basis of Gartner's View that, an entrepreneur is also a person who has the opportunity and can profit from launching a business (Hatten, 2006). To launch the business Hatten mentions that the entrepreneur should be creative, innovative, and be good at risk management, general management and the intention to perform (Hatten, 2006). The good way to be a successful entrepreneur is to begin learning the following characteristics that successful entrepreneurs possess, which include all personal skills (Dingee et al., 1997). The characteristics of an entrepreneur who have been successful were validated in numerous studies in an effort to develop a general personality profile to identify the key characteristics of successful entrepreneurs (Neneh, 2011). The good characteristic an entrepreneur needs to have is the aim to reach the goal by good planning and the power to be a leader and to convince others to cooperate (Kabatire et al., 2007). A good way to become a successful entrepreneur is to begin learning by following the characteristics that the successful entrepreneurs have (Dingee et al., 1997).





Nowadays, we see that women are playing an important role in business (Hani, et al., 2012). This can be seen with the increase in the percentage of small enterprises in different parts of the world being owned by women (Katerina, et al., 2004). There is an increase in the number of women deciding to start businesses and becoming entrepreneurs in the economic society (Haan, 2010). A good way to become a successful entrepreneur is to begin learning the following characteristics that successful entrepreneurs possess (Dingee, et al., 1997). Today men and women have equal opportunities to run businesses; and women have even greater opportunities than men for running businesses (Hani, et al., 2012). Characteristics of special interest about the entrepreneurs are those that appear to and relate with age of business owners, when they started their business, level of education, and their marital and family background (Katerina, et al., 2004). But as we can see, women are less confident in the trait of risk taking and have less power of management and also less endurance at work (Haan, 2010). To enhance women's characteristics of entrepreneurship, they should begin to develop self-confidence, energy of management, personal skills and competencies (Katerina, et al., 2004).

In this article the researcher analyses many theoretical perspectives related to the differences between female-owned businesses and businesses owned by men that are possibly different (Maden, 2015). The understanding is done by combining the theory of the social construction of women's concerns with the effects of the survival business period based on the basic knowledge to the evaluation the impact of the gender that separate for various industries in the location (Sullivan & Meek, 2012). It was found that women-owned businesses have continued to out-survive male-owned businesses in many industries of the Location in a wide variety of industries (Neneh, 2011); most of the outstanding ones have been notably in educational services. The analysis found that the largest industries were female-owned businesses and were related to clothing, and sales and services. This was more common with the female-owned businesses than male-owned businesses (Sullivan & Meek, 2012). The indication of the gender equality in terms of the period survival is more accurately captured to impact gender business owners and to learn about the strategies with how to survive in the future as well as other variables such as: incidences of discrimination, human advantage or the other setting strategies (Neneh, 2011). The article demonstrates with numbers the number of businesses owned by women who



out-survived male-owned businesses in 76 zip codes, representing 86,946 businesses (8.7%). The effect was merely the result of random study by the observer with 95% confidence, a number between 30 and 52 zip is female-owned businesses would appear to survive on their (Kalnins & Williams, 2014).

### **3.2.1 The conditions entrepreneurship in poor countries face**

All women are facing similar problems and are face with similar conditions in the economic society when launching their business and becoming good entrepreneurs (Maden, 2015) most of the problems that affect to the entrepreneurs in Asian, especially to women entrepreneurs are the problems of equipment in the society, the policy of government and the education levels (InfoDev & World Bank, 2014). From many of the results of the studies done by the government and NGOs show Laos is an undeveloped country, which has many problems to support and develop, especially the economy and the living standards of its population (International Labour Organization (ILO), 2006, World bank, 2011).. All the entrepreneurs while launching their business also face with similar problems include below:

In most of the undeveloped countries in the world there is lack of good quality of education. Due to this reason, economic progress is almost impossible. They do not have enough knowledge to know with what they should do to organize the institution to deal with their problems (World Bank, 2014).

Undeveloped countries are not able to have enough involvement in world trade because of they lack the power of negotiation. However, in any country there are a lot of things that can be traded, it also can make the economic in their country growth up (International Labour Organization (International Labour Organization (ILO), 2006, World bank, 2011).

An undeveloped country lacks good education and has high levels of illiteracy. Without education and any skills of business, it is difficult and sometimes seems impossible to make economic progress. To develop the problems, they have to follow developed countries that focus on the modern globalization activity for the effectively of the enterprise that would be the first step to developing the economic (Coskun, 2009).



External donors from foreign governments and non-government organizations (NGOs) have increased the level of indebtedness in developing countries and also the undeveloped countries. It seems hard to have the power to pay because of the economic situation that is still not developed enough and due to the interest charged for the loans, which is higher than the economic growth in the country (World Bank, 2011).

Many enterprises in undeveloped countries put in very little effort to actively learn new things, they always do the old activities that they used to do (Chansone, 2009). They have no enthusiasm to seek progress in industrial activity to develop their business. They lack the sense of gaining economic progress (Coskun, 2009).

The economic situation in undeveloped countries is that they face indebtedness, and population increase requires that businesses should be run, but the financial condition of the country is not improving, which also affects the entrepreneurs. Some of them are faced with indebtedness (International Labour Organization (ILO), 2006, World bank, 2011).

### **3.2.2-Characteristics of entrepreneurs based on gender.**

This study is an analysis of the differences that exist between gender within the social environment and in the entrepreneurial sector businesses (Fonacier & Mueller, 2007). The analysis shows some of the differences between men and women. Some entrepreneurial intentions are similar but in many countries the gap of participation in entrepreneurship for women is lower than for men (Maden, 2015). However, women have found opportunities in the higher financial sector than men have. Compared to the small proportion of research that deals with the socioeconomic context of women entrepreneurship and the result from cultural values, women have now become self-employed in the country (Cetindamar, et al., 2012). The analysis deals with the function of desirability, capacity, propensity and feasibility of men and women (Fonacier & Mueller, 2007), as well as the differences in the entrepreneurship intention from males and females, as we know women have some weaknesses in the context of the entrepreneurial work in comparison with men, but some of those weaknesses are fewer in the financial area, the network resources, the human resource and management experience in the start-up business (Brush. et al. 2009). All can show in the starting capital, hours worked are statistically controlled and that can



prove to have similarities and differences between men and women in businesses (Fonacier & Mueller, 2007).

In the attraction of the social environment between men and women both have played an important role and both are very strong (Fonacier & Mueller, 2007). At the different levels of the social influence in the entrepreneurial viewpoint with the behaviours in macro and micro-levels, the gender attitude has found that women have experience in the task environment (Humbert & Brindley, 2015). The support from female's close to environment embedded in the total attitudes about entrepreneurship, the start-up rate of women positive opinion and the equality of the gender in society (Brush, et al., 2009).

Risk taking is part of business; those involved as entrepreneurs like challenging work and have knowledge of their own abilities and are proud to work (Frese, 2000). They avoid risk that is too high but like a moderate risk that could be likely to succeed or fail. The risk level has been assessed into the ability to keep up. To succeed, they need to find alternative ways such as business investments. They need to take time to study the Marketing Plan, the selection process for raw materials, and machinery investments (Humbert & Brindley, 2015). Principles and calculations of return are expected to get under the economic society, technology, politics and state policy by thoroughly studying and then decide to face problems or see if the assessment is going to be good (Gibson, et al., 1997).

It was found that the challenge and the concept of risk among women entrepreneurs in the context of the gender still exist. The concepts of wealth, technology and growth play important roles in innovation of entrepreneurs. The challenge lies in the first step of women entrepreneurs (Humbert & Brindley, 2015). Most of women entrepreneurs have a lot of meticulousness in running the enterprise, and some of the most important work and parts of the development of women's entrepreneurship as a field of research which is significant towards the studies in gender development, socio-economic condition, gender based analyses of entrepreneurial capital, sustainability and the increase of profit (Baron & Henry, 2011). This research has attempted to find the position of women entrepreneurs in the socio-economic context especially the balance of women's work and life, with the general management and day-to-day administration from the main demographic changes of position of women in the economic society (Frese, 2000).



The challenges of women in business can be a possible opportunity as entrepreneurs because women can show how perception of risk evolves over time (Frese, 2000). The relation of the economic and social context in the perception is approach, which is the key factor in their business life. The researcher found the result of risk (Humbert & Brindley, 2015), which is divided into three parts as shown below:

- Risk of perception
- Risk of propensity and
- Risk of preparedness

The entrepreneurs have to face with may perceive of risks that effect to them. For example, differences in gender can be seen as women are particular about information, the challenging concept of risk responsive to decision cues more than the capability of men's decision (Humbert & Brindley, 2015).

In this article, we have analysed the talent of women in speech strategies, which express their concern on the business stage. They have a lot of the capabilities to communicate and take on leadership roles (Kabatire, et al., 2007). The operators and inputs about the way of using the communication strategies by the entrepreneurs when they have to work together with the others; to be good leaders women should have good strategies of communication. Nowadays, in many parts of the social economy, it is focused on the relationship of good communication (Sullivan & Meek, 2012). It can be said that effective communication strategies can provide an excellent work environment in a proactive way for stakeholders and communication with the leaders is necessary in the social-economic communication (Halim & Razak, 2014). The most important means of communication is to provide customer service and the management teams the appropriate size to be committed to the ideal. All must agree to understand the strategies and undertake the best practices; it is in the same direction accordingly. Essentially, it is important for the owner of the company managers and at the same time, it is Emotional Quotient – EQ, (Gibson, et al., 1997)

On the other hand, the leadership in the field of business should have the capability of managing and also should include social-psychology knowledge. Most women entrepreneurs have a meticulous mind during work to manage and organize all things by using the knowledge of leadership. The analysis shows that in the socio-economic state nowadays, they have equal rights as men. Women can now be leaders



in the work place just like men. Many communities in society and government organizations all welcome women entrepreneurs that have capabilities of leadership roles (Davidsson, et al., 2006). Drawing attention to increase the number of women in top leadership roles in the government is an interesting issue (Neneh, 2011). Management and leadership capability looks for good leadership. The administration knows a great deal. To work with many people varies according to the stage of business growth. Style of leadership also varies. The business stage will be played with the leaders to do everything manually and work hard in order to achieve success in their associates place (Frese, 2000).

Based on Herringer's (2002) description, the ability to evaluate talent can be defined as the ability of the individual in operation from using the knowledge, education, skills, and experience.. The assessment can be associated with a particular need for action success by a given position, identification of key competencies to offer. The growth of the individual and the organization helps organizations meet the future demand (Pernick, 2001). The identified three ways in which an organization analysis key leadership qualities are" (1) The general leadership abilities; found in theory, (2) Their own creations, performance, (3) Deriving performance. The mission of the organization and core values as a result of differences such as: size and organization, structure and how it's different. There is no universal set of leadership abilities appropriate for every organization Organizations can identify the critical leadership qualities necessary for an effective leadership and determine what skills are required (Pernick, R. 2001,p.440). The identified three domains of leadership skills: purely technical skills, cognitive abilities and the ability to demonstrate emotional intelligence. In the study, they were designed. The tools used in the capacity for leadership.

The tools used to evaluate their 52 items were classified as technical skills, industry knowledge, and analytical skills, reasoning and thinking skills, interpersonal relationships and emotional intelligence. They state that the knowledge industry is the domain of skills due to the complex nature of the healthcare industry. The theoretical framework of this study is based on skills, leadership cited in the literature (Robbins, et al., 2001) key areas of leadership skills that serve as the basis for this study found that the concept of technical skills, the emotional intelligence and industry knowledge are necessary in the leadership skills for women entrepreneurs.

### 3.3.Literature of the entrepreneurial characteristics conceptual

#### 3.3.1The entrepreneurial process of Moore-Bygrave Model (Bygrave, 2004)

This author presents the process of entrepreneurship and a series of steps and events that follow one another. The steps include a thought or an idea of a business case and the contributions to operations and growth. In his model of the process of entrepreneurship, he highlights key points of the model for the entrepreneurs to process. The push for business development for each step is as follows; "As well as the behaviour of most humans, traits of entrepreneurs are shaped by personal property and the environment." (Bygrave, 2004).

To make the business survive and growth, the entrepreneurs need to study and understand with the environment around them. They need to have the idea that for launching their business depends on factors such as alternative career prospects, friends and family, the state of the economy, role models and the availability of the result. The entrepreneur's personal characteristics, environmental and social factors are responsible for the birth of a new enterprise (Bygrave, 2004), included with the Personal Attributes is the high desire to be good entrepreneurs with the 10 Ds concept consisting of: Dream, Decisiveness, Determination, Dedication, Devotion, Detail, Destiny, Dollars, Distribute and Doers (see figure 4)

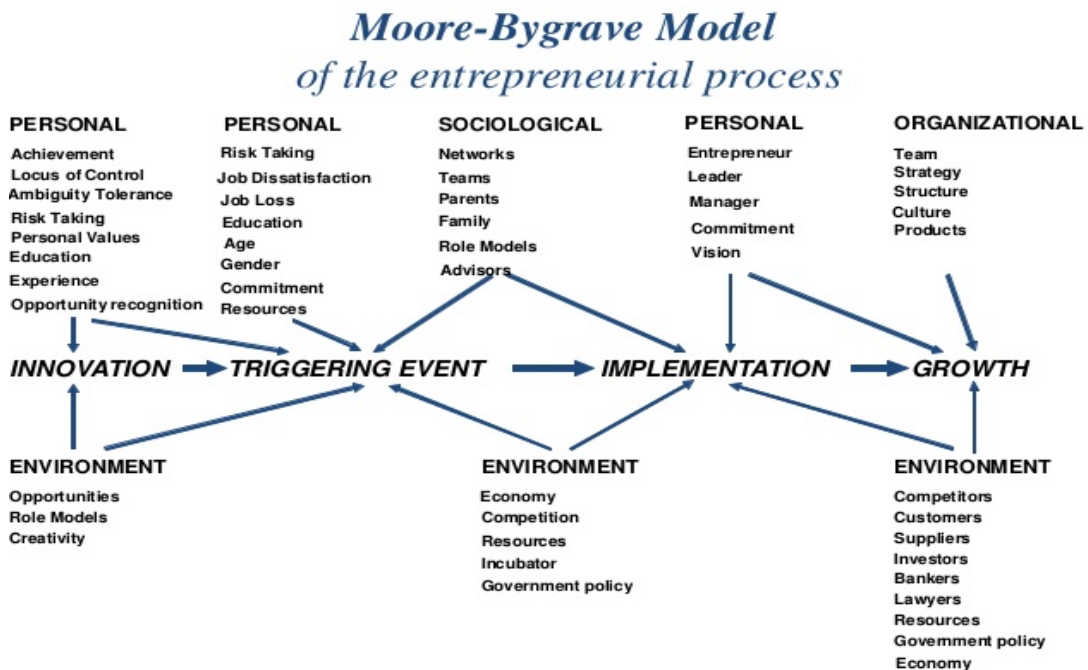


Figure 3: Moore - Bygrave Model of the entrepreneurial progress (Bygrave, 2004)



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Dream	Entrepreneurs have a vision of what the future could be like for them and their businesses. And, more important, they have the ability to implement their dreams
Decisiveness	They do procrastinate. They make decisions swiftly. There Swiftness is key factor in their success.
Doer	Once they decide on a course of action, they implement it as quickly as possible.
Determination	They implement their venture with total commitment. They seldom give up, even when confronted by obstacles that seem insurmountable.
Dedication	They are totally dedicated to their business, sometimes at considerable cost to their relationships with their friends and families. They work tirelessly. Twelve-hour days and seven-day work weeks are not uncommon when an entrepreneur is striving to get a business off the ground.
Devotion	Entrepreneurs love what they do. It is this love that sustains them when the going gets tough. And it is love of their product or service that makes them so effective at selling it.
Details	It is said that the devil resides in the details. That is never more true than when starting and growing a business. The entrepreneur must be on top of the critical details.
Destiny	They want to be in charge of their own destiny rather than dependent on an employer.
Dollars	Getting rich is not the prime motivator of entrepreneurs. Money is more a measure of their success. They assume that if they are successful they will be rewarded.
Distribute	Entrepreneurs distribute the ownership of their businesses with key employees who are critical to the success of the business.

Figure 4: The ten Ds of Entrepreneurs

Note. Source: Bygrave, (2004).





The other type in this model is the Environmental Factor. It is the process that focuses on the environment around the entrepreneurs. To be good entrepreneurs, it is also important to achieve the goal, those include with the demand of the customer, the competition in economic society, government policy, suppliers, laws, opportunities and creativity. The other type of the entrepreneur's process is sociological, which is the characteristic concept of good communication, networking, teamwork and family to decide whether to start a company

### **3.3.2. The entrepreneur's skills (Abbas, 2010)**

To become a successful entrepreneur, it is necessary to have skills that are needed to develop their business and their capabilities to apply to any situation they could face to become good entrepreneurs. Following four skills of sales and marketing, financial know-how, self-motivation skill, time management skill (Abbas, 2010) as following below:

- Sales and marketing skill: The important skills to plan to start their own business
- Financial know-how: To manage the investment, entrepreneurs should have this skill to handle money well
- Self motivation skills: The skills of self starter with clear desired goal in their mind to make the business a success
- Time management skills: Ability to manage the time to plan the working day, to fix the goal success on time in their mission

### **3.3.3. The entrepreneurs training skills (Henry, Hill, & Leitch, 2005)**

There are many existing definitions of the entrepreneurship in many literature reviews; the most exciting aspect of them as an entrepreneur's life is 'satisfaction with what you do for yourself and motivating the others around you to work. It is innovation, fun and creativity more than the purely financial. Most of the entrepreneurs do not have to run their own company but they should try to look beyond to the obvious and accept the result from whatever they do (Henry et al., 2005). There are three skills of training to become good entrepreneurs as below:

- Fuelling Productivity: Production management is to increase the productivity in the company, and seek new trends to make the business continue running.



- Generating wealth: Is to make the business a success in the best way focusing on the abilities to build the business reach the goal and increase the number of branches.
- Creating employment: To manage the man and the business matching together as we say 'put the right man in the right job'

#### **3.3.4. The success of entrepreneurs by supporting framework (Ahmand & Seymour, 2008)**

This framework is defining about the success of the entrepreneurs by supporting the recognition and the opportunity to appear to require a combination of knowledge, skills, expertise, technology, finance, regulations and communications in marketing (Ahmand & Seymour, 2008) as follows:

- Combination of knowledge: All the knowledge skills including business knowledge, management knowledge, and marketing knowledge.
- Skills: Need to add with the characteristics of the entrepreneurship
- Expertise: Experiences from the business launching is so important for the entrepreneurs.
- Technology: This important skill is that the entrepreneurs should learn and adapt themselves to the high technology, which can be beneficial for them.
- Finance: Planning and organizing the finances or the budget in their business.
- Regulations: The policy to launch the business in society such as government policy, business law, etc.
- Communication: Networking, communication between the leadership and the partner and social connecting.

#### **3.3.5. The main characteristics of the entrepreneurs (Neneh, 2011)**

The characteristics of a successful entrepreneur have been validated in numerous studies in an effort to develop a general personality profile to identify the key characteristics of successful entrepreneurs. Some of these aspects will be discussed in almost each of these studies as bellow (Neneh, 2011)

- Ascribed characteristics: Ascribed characteristics are attributes people have developed over time depending on gender, age, economic origin, competition and ethnicity.



- Learnable characteristics: Learnable characteristics are important for the entrepreneurs who want to have the high potential in their business. To take the advantage of opportunity, risk-taking ability, power competency, self-confidence, achievement competency, creativity, leadership, solving problem skill, motivation to excel, personal responsibility, commitment and determination, innovativeness, hard work and resourcefulness, independent opinion.
- Achievement characteristics: Acquired by efforts, the entrepreneurs' abilities include experiences, level of education and personal opinion by experience, learning and education.
- Requirement characteristics: Requirement characteristics are the traits that the entrepreneurs for whom success in their business believe that they should have to achieved their business target. The knowledge about the environment of business, the economic and professional value, origin and investment are necessary to the entrepreneur, they should learn and use in the economy society.

### **3.3.6. The characteristics of a successful entrepreneurial management (Dingee, Haslett, Smollen, 1997)**

To become successful entrepreneurs in the part of management of teamwork and individual, the entrepreneurs should have 13 capabilities to reserve that. For a good way to be a successful entrepreneur, it is necessary to begin learning the following characteristics, which include the following important characteristics (Dingee et al., 1997):

- Positive self esteem, positive self-confidence, self-discipline, independence, forward looking. Personal, innovation, initiative, risk taking, ability to deal with unknown with ease, accepting challenges, taking responsibility, and seeking opportunities in change.
- Drive and energy level: The entrepreneurs should have the ability to work long hours.
- Self-confidence: Belief in self to be able to achieve the goals.
- Setting challenging: To set the clear goals that are challenging.



- Long term involvement: Responsibility to the project that is planned to reach in five or seven years.
- Using money as a performance measure: Salary, capital gain and profit can be a viewed of the successful business.
- Persistent problem solving: Need to take on the responsibility to achieve the goal by finding the way to solve the problem.
- Taking moderate risk: The challenging chance of success the business is to face with a risk and try to find the good options to make the goal a success.
- Learning failure: Learning from failure is a good experience to make the goal a success from the similar problem experiences or knowledge experience.
- Using criticism: Need to be able to accept the criticism for a substance or performance.
- Making good use of resources: Manage the employees and the material that you have, and use those in the right position with the best performance.
- Taking initiative and seeking personal responsibility: Entrepreneurs have to seize the opportunity, and be able to accept the result of success or failure but should be accountable to solve the problem.
- Competing against self-imposed: The way to make the entrepreneurs improve themselves is to get into competition with themselves. Therefore, establish the characteristics of entrepreneurs' standard.

### **3.3.7. The PECs conceptual framework according to McClelland**

The key aspect, (Garzón, 2009) has said, is that it is important to know the capability series of individuals or individual of the entrepreneurial at the front of the successful company to succeed in their project. Many authors' references about the definition of the entrepreneurs are that 'they are born and not made', therefore, with the right characteristics they are almost predestined to become to CEOs (Bull & Winter, 1991). To become to be CEOs, it will depend on the context and the influence of the cultural, psychological, economical and sociological factors. The main idea of McClelland is that he believed that to have qualities or competencies shared from the successful entrepreneurs with the interesting to identify the entrepreneurs. The point of view from (cited in McClelland, 1965) from the entrepreneurs who are successful, their success depends on the CEOs consulted.



(McClelland, 1965) defines that, irrespective of the companies' activities, socio-economic level, and geographical location of its operations, sex, race and religion, a series of competences were common to the greater majority of them. Based on those points it can be stated what are the key PECs that divide successful entrepreneurs from those that do not achieve success. From the results following the hypotheses that consequently analyse 30 common competencies, which are very important for the success, those 30 competencies can be grouped in 10 PECs that included in 3 main competencies (Garzón, 2009, McClelland, 1965) follow below:

- ***Achievement competencies***

The necessary achievements in the case of visibility are possible and must be considered carefully (Kabatire, et al., 2007). The operator intends to use the power of thought, intelligence, hard work and dedication to the job to achieve success by the channel placed regardless of the difficulties and continuing to fight to be dedicated at all time (Mongia, 2013). To learn from the mistakes of the past and fix them in order to succeed in the future is a proud accomplishment (Ahmand & Seymour, 2008). The obvious point is that the business would not be profitable but this must be done for extended growth (Henry, et al., 2005). The business profit is just a reflection that we cannot just focus on achieving results, but the interest lies in how to accomplish the goals (Bygrave, 2004). Also included with opportunity seeking: is being eager to seek new knowledge or practical past experiences to create new opportunities (Kabatire, et al., 2007). The persistence of being committed to the intellectual ability itself is dedication to get the work done without ceasing to work hard or takes more workload than others (Frese, 2000). Commitment to work as contracted: entrepreneurs will remember to draw feelings when they experience success or failure and seek to achieve success for themselves and for others around them (Dingee, et al., 2015). Being committed to this goal will allow operators to work fully and are fully responsible for the obstacles they will face which could hinder operations. Demand for quality and efficiency is working actively to see things and a chance to learn a former auxiliary and decide how to explore the innovative solution adhered to the results (Bagatya, 2007). Risk-taking is often the challenge entrepreneurs face (Dess, et al., 2005). To ease and avoid the high risks, operators often work with moderate risks not only to succeed or fail but also to estimate that opportunity to make the experience a success (Garzón, 2009, McClelland, 1965, Kabatire, et al., 2007).



- ***Planning competencies***

Goal setting is when the entrepreneurs set their goal, imagine their success and become ready and know what to do when they're faced with failure (Hatten, 2006). When faced with failure, they have to look for the causes and how to solve the problem (Dingee, et al., 2015). Therefore, the entrepreneurs have to be resilient and dedicate everything to attain success they imagined when they first set their goal (Bygrave, 2004). Achieving the target goal is like trying to win a race and staying dedicated to the thought of winning with the help of the pre-planned strategy and the analysis of the obstacles that may hinder progress (Kabatire, et al., 2007). Also, they must be prepared to overcome the obstacles expected to cause failure. Meanwhile, being optimistic about achieving the goal will enable them to see the future (Dess, et al., 2005). Systematic Planning and Monitoring are ideas and planning strategies done in advance, including administration of systems and channels to analyse problems or obstacles that may arise during the operation and to think of ways to solve problems or obstacles (Bygrave, 2004). Information seeking is searching for other information, such as information on the economy, politics, legality and even knowledge from other individuals in training seminars and consulting the experts to help analyse the situation correctly (Ahmand & Seymour, 2008).

- ***Power competencies***

These are important competencies including Information seeking, which study from the environment in the society that affect to the business (Neneh, 2011). Self-confidence is to believe in ones' own ability such as liberty, self-determination, resolution of strong characters and leadership (Fonacier & Mueller, 2007). Entrepreneurs who succeed in launching their business are those who are independent, self-reliant and confident in their own abilities (Bygrave, 2004). Environmental horrors are being ambitious, assessing their own abilities highly and having a lot of self-confidence (Dingee, et al., 2015). It is not surprising that these are the qualities that successful entrepreneurs have (Neneh, 2011). By experiencing failure for several times, especially in the early stages of their working life, they should not give up until their business becomes successful (Dingee, et al., 1997). To combat the problems of self-confidence, it is important that no matter what the situation is, one needs to be self-reliant. It is a fact that one should improve them and

work hard; ambition and competition will be the factors resulting in his best work (Kabatire et al., 2007)

Table 2: The personal entrepreneurial characteristics (PECs) conceptual framework.

Competencies analysis		
Achievement competencies	Planning competencies	Power competencies
<ul style="list-style-type: none"> <li>-Opportunity seeking</li> <li>- Persistence</li> <li>-Commitment to work contract</li> <li>- Demand for quality and efficiency</li> <li>- Risk taking</li> </ul>	<ul style="list-style-type: none"> <li>- Goal setting</li> <li>- Systematic planning and monitoring</li> <li>- Information seeking</li> </ul>	<ul style="list-style-type: none"> <li>- Persuasion and networking</li> <li>- Self confidence</li> </ul>

**Source:** Fonacier, and Mueller, (2007) cited in McClelland, (1961).

## 4.- Results Of The Analysis

In the following tables, a summary of the reviewed literature is presented, considering the main variables studied.

### 4.1.- Summary of literature regarding the characteristics of the entrepreneurs.

To succeed, a business needs to have good entrepreneurs to manage and achieve the goal as the main part of Entrepreneurial orientation. The dimension of entrepreneurship, which involves a form of decision-making and implementation included with Autonomy, innovativeness, proactive, competitive aggressiveness, and risk taking, as five dimensions are very useful to work together. Therefore, develop the ability of enterprise to become a good entrepreneurs (Dess, et al., 2005)

Table 3: Summary literatures about the importance of the entrepreneurs by (Dess, et al., 2005).

Type of the entrepreneurs	Definitions	Attributes	Author and citation
Autonomy	The independent organization	The independence of personnel working to achieve the vision and the goal of business	Dess, G.G., Lumpkin, G.T., & Taylor, M.L. (2005). Strategic management (3 <sup>rd</sup> ed). Boston: McGraw-Hill
Innovativeness	To build the alteration	Always find and present the new things from their test or from the experiences, always develop their personal skills	
Proactive	Proactive of working	Vision of how to be the leader in the business stage or in the market. Proactive is the opportunity seeking for future benefit	
Competitive aggressiveness	The competitive skill in business stage	The competition skills are the skills to develop themselves by problem solving skills from the other competitors, that for make the business still launching in the present and future	
Risk taking	To face risk situation	The way to decide in the situation which is not certain; any result will face with risk that might happen in the future	

Entrepreneurs also are person who have the opportunity and have a profit from launching the business. To launch the business Hatten mentions the behavioural characteristics of the entrepreneur: creation, innovation, risk management, general management and the performance intention (Hatten, 2006).

Table 4: Summary literature about the importance of the entrepreneurs by (Hattan, 2006).

Type of the entrepreneurs	Definitions	Attributes	Author and citation
The creation, innovation, risk management, general management and the performance intention	The behaviour of the entrepreneurs which is important	To create to innovation in the business, risk taking, management skill and achievement of the goal	Hatten, T.S. (2006). Small Business and Management: Entrepreneurship and Beyond (3 <sup>rd</sup> ed). Boston: Houghton Mifflin



The firms that survive and grow do so due to entrepreneurial skills that entrepreneurs possess. Entrepreneurs need to have an idea before launching their business, which depends on factors such as alternative career prospects, friends and family, the state of the economy, role models and the availability of business skills. In the beginning, the entrepreneurs' personal, environmental and sociological factors give birth to a new enterprise (Bygrave, 2004).

Table 5: Summary literature about the importance of entrepreneurs (Bygrave, 2004)

Types of entrepreneurs	Definitions	Attributes	Author and citation
Personal Attributes	The great desire to be a good entrepreneur with 10 Ds	Dream, Decisiveness, Determination, Dedication, Devotion, Detail, Destiny, Dollars, Distribute, Doers	Bygrave, W. D. (2004). The entrepreneurial process. In W. D. Bygrave & A. Portable MBA in Entrepreneurship, Wiley, New York, NY
Environmental Factors	All environment around the entrepreneurs is also important to succeed at the goal to be good entrepreneurs	Those include the demands of the customer, the competition in economic society, government policy, suppliers, laws, opportunities and creativity	
Sociological Factors	The communication skills of the entrepreneurs	To have good communication, networking, teamwork and family to decide whether to start a company	

To become a success, an entrepreneur needs to have skills that are necessary to develop their business and a capability to apply them to any situation that they are facing to become good entrepreneurs. The four skills are as follows: sales and marketing, financial know-how, self-motivation skill and time management skill (Abbas, 2010)

Table 6: Summary literature about the importance entrepreneurs (Abbas. T.B.2010)

Types of entrepreneurs	Definitions	Attributes	Author and citation
Sales and marketing skill	The ability to market stuff	An important skill to plan to start their own business	Abbas Taleb Beydokhti (2010). Entrepreneurship Skills Assistant Professor, Department of Management, Gachsaran Branch, Islamic Azad University,(IAU), Gachsaran, Iran
Financial know-how	Financial management	To manage investments, entrepreneurs should have an ability to handle money well	
Self motivation skills	To set a clear goal	The skills of a self starter with clear desired goal in their mind to achieve the successes in business	
Time management skills	Planning day	Ability to manage time in order to plan the working day, to fix the goal, achieve success on time while on their mission	

There exist many definitions of the term ‘entrepreneurship’ in different literature reviews, the most exciting aspects of an entrepreneur’s life is ‘satisfaction with what you do for yourself and motivating the others around you to work with you. It is an innovative, fun and creative job more than a purely financial one. Most of the entrepreneurs do not have to run their own company but they should try to look beyond the obvious and accept the result of whatever they do (Henry, et al., 2005).

Table 7: Summary literature about the importance of entrepreneurs (Henry et al 2005)

Types of entrepreneurs	Definitions	Attributes	Author and citation
Fuelling Productivity	Production management	To increase production in the company and seek new trends to keep the business running	Henry, C., Hill, F and Leitch, C. 2005. Entrepreneurship: Education and Training. England: Ash gate Publishing limited, pp.98-111. <a href="http://dx.doi.org/10.1108/00400910510586524">http://dx.doi.org/10.1108/00400910510586524</a>
Generating wealth	To make the business successful in the best way	The ability to build the business and reach the goal and increase the number of branches	
Creating employment	Employment management	To match man and business As we say, ‘put the right man in the right job.’	

An ability to recognise opportunities as they appear requires a combination of knowledge, skills, expertise, technology, finance, regulations and communications in marketing (Ahmad , Seymour, 2007)

Table 8: Summary literature about the importance of entrepreneurs by (Ahmad.N ., & Seymour, G.R.2007)

Types of entrepreneurs	Definitions	Attributes	Author and citation
Combination of knowledge	Knowledge skill	Knowledge skills include business knowledge, management knowledge, marketing knowledge etc. All are important.	Ahmad & Seymour, 2007. Defining Entrepreneurial Activity: Definitions Supporting Frameworks for Data Collection [online] Retrieved from: <a href="http://www.oecd.org/dataoecd/2/62/39651330.pdf">http://www.oecd.org/dataoecd/2/62/39651330.pdf</a>
Skill	Skills required to be a good entrepreneur	Should add up with the characteristics of entrepreneurship	
Expertise	Experience	Experience is so important for the entrepreneurs from the moment of business launching	
Technology	High-tech	An important component that entrepreneurs should learn and adapt themselves to is quality technology which can be beneficial for them	
Finance	Financial management	Planning and organizing the budget	
Regulations	The policy followed in order to launch a business in society	Government policy, business law	
Communication	Connections in society	Networking and communication between the leadership and the partners and social connection	

The characteristics of entrepreneurship

Type of the entrepreneurs	Definition	Attributes	Author and citation
Achievement competencies	Entrepreneurs should have to know how to accomplish their goal	Opportunity seeking, persistence, commitment to work contract, demand for quality and efficiency, risk taking	Bagatya, W.Z.K. 2007. The Principles and Practices of Advanced Level Entrepreneurship Education. Kampala, Uganda. p.24. & Kabatire, S. and Kabatire, et al., 2007. Entrepreneurship Skills. Netsoft Publishers. Kampala, Uganda. p. Personal entrepreneurial characteristics (PEC) framework & Fonacier, R. and Mueller, J. (2007) "evaluation of the impact of entrepreneurial characteristics on the performance of small scale manufacturing industries in Nigeria" Journal of Asia Entrepreneurship and Sustainability. <a href="http://www.iiste.org/Journals/index.php/IEL/article/download/6230/6359">http://www.iiste.org/Journals/index.php/IEL/article/download/6230/6359</a>
Planning competencies	To reach the goal, entrepreneurs should be intelligent enough to plan their business by setting a goal and find the information	Goal setting, systematic planning and monitoring, information seeking	
Power competencies	To have the ability to convince others to cooperate and to build an attitude to attract partners and to explain plans. Entrepreneurs should have self confidence to be a leader	Persuasion and networking, self-confidence	

***The main characteristics of entrepreneurs:*** The best way to be a successful entrepreneur is to begin learning the following characteristics that make an entrepreneur successful, which include some important characteristics (Dingee, et al., 1997).

Table 9: Summary literature about the characteristics of the entrepreneurs (Dingee. A.L.M et al .2015)

Type of entrepreneurs	Definition	Attributes	Author and citation
Positive self esteem, positive self confidence, self discipline, independence, forward looking	The main characteristics required to be a successful entrepreneur	Personality , innovation, initiative, risk taking, ability to deal with the unknown with ease, accepting challenges, taking responsibility, seeking opportunities in change	Dingee, A. L. M., Haslett. B., & Smollen. L. E. 1997. 2015. Characteristics of a Successful Entrepreneurial Management Team. <a href="http://studyprofessor.com.ng/wp-content/uploads/2015/12/Character-of-Successful-Entrepreneurial-Team.pdf">http://studyprofessor.com.ng/wp-content/uploads/2015/12/Character-of-Successful-Entrepreneurial-Team.pdf</a>
Drive and energy level	Hard worker	Entrepreneurs should have the ability to work for long hours	
Self confidence	To believe and have trust in themselves	Belief in yourself to be able to achieve your goals	
Setting challenging	Setting a clear plan	To set clear goals that are challenging	
Long term involvement	Setting project	Responsibility towards the project that is planned to reach in five or seven years	
Using money as a performance measure	Financial planning	Salary, capital gain and profit can be a view of a successful business	
Persistent problem solving	Skill of problem solving	Need to be responsible in order to achieve the goal by finding a way to solve problems	
Taking moderate risk	Risk taking	The challenging chance of success in the business is to face risks and try to find good options to make the goal successful	
Learning failure	Experiences	Learning failure is a good experience to make the goal successful, from the similar problem experiences or knowledge experience	
Using criticism	Criticism of work	Need to be able to seek criticism for substance of the performance	
Making good use of resources (Man)	Seek and use criticism	Manage employees and materials that they have, and use those in the right position with the best performance	
Taking initiative and seeking personal responsibility	Satisfaction of the result	Entrepreneurs have to seize the opportunity and accept the results of success or failure, but should be accountable to solve the problem.	
Competing against self-imposed	Competition in the economic society	The way to make entrepreneurs improve themselves is to make them compete with themselves. Therefore, establish the characteristics at an entrepreneur's standard.	

Table 10: The comparison summary from the characteristics depends on gender, age, education, race and size of business (Neneh, B.N.2011)

The table comparing of the characteristics depend on gender, age, education, race, size of business						
Literature reviews: The characteristics of entrepreneurs	The problem study to the characteristics of women entrepreneurs					
	Gender	Age	Education	Marital status	Race	Size of business
The main characteristics which analysis follow: Ascribed characteristics, Learnable characteristics, Achievement characteristics, Requirement characteristics (Neneh. B.N. 2011)	From the results of the analysis showed that the man owned and managed business more than <b>female</b> . Most of the males dominated on: technology, business services, consultants, and consumer services. While the <b>females</b> dominated in only the sector of agriculture, financial service, accommodation and hospitality ( Neneh. B.N. 2011)	The results shows that the age are have some affect to the characteristics of entrepreneurs about self confidence and also affect to the experience based on the wisdom by year of working experience ( Neneh. B.N. 2011)	The characteristics of entrepreneurs whom have the good competency to launch their business are not mater with the Education level( Neneh. B.N. 2011)	-	Race results are an important role as the part of the culture, strategy also important to the policy instrument that can widen the economic base of the country. The results shows that most of launching business are Europe, Asian and the other were the smaller on list of the analysis ( Neneh. B.N. 2011)	The result of found that most of the entrepreneurs are launching their business in Small enterprise ( Neneh. B.N. 2011)

Table 11: The comparison summary from the characteristics depends on gender, age, education, race and size of business (Tim.M.2012)

The table comparing of the characteristics depend on gender, age, education, race, size of business						
Literature reviews: The characteristics of entrepreneurs	The problem study to the characteristics of women entrepreneurs					
	Gender	Age	Education	Marital status	Race	Size of business
There are three competencies to run the business that the entrepreneurs should add in to their character of being the entrepreneurs, which should include to the characteristics of the entrepreneurs such as Achievement, planning and power competencies (Kabatire et al. 2007)	The results of the analysis from Laos. The comparison from the different competencies shows that the business management of the entrepreneurs by gender found that entrepreneurs both males and <b>females</b> are effective equality in the business skills ( Timmany. 2012. <i>The Effects of Entrepreneur's Potentiality on the Business Management Effectiveness: A case Study of Small and Medium Enterprises in Bolikhamxay Province, The Lao People's Democratic Republic</i> )	The entrepreneurs that have different by age are different efficient performance to launch the business ( Timmany. 2012. <i>The Effects of Entrepreneur's Potentiality on the Business Management Effectiveness: A case Study of Small and Medium Enterprises in Bolikhamxay Province, The Lao People's Democratic Republic</i> )	The study found that the difference of education level efficient performance to manage the business are not different( Timmany. 2012. <i>The Effects of Entrepreneur's Potentiality on the Business Management Effectiveness: A case Study of Small and Medium Enterprises in Bolikhamxay Province, The Lao People's Democratic Republic</i> )	-	Asia, Lao PDR ( Bolikhamxay)	The entrepreneurs from small and medium enterprise found that they have different experience but the efficient performance of manage their business are the same ( Timmany. 2012. <i>The Effects of Entrepreneur's Potentiality on the Business Management Effectiveness: A case Study of Small and Medium Enterprises in Bolikhamxay Province, The Lao People's Democratic Republic</i> )

Table 12: the comparison summary from the characteristics depends on gender, age, education, race and size of business (Vonh, B. 2016,p.147)

The table comparing of the characteristics depend on gender, age, education, race, size of business						
Literature reviews: The characteristics of entrepreneurs	The problem study to the characteristics of women entrepreneurs					
	Gender	Age	Education	Marital status	Race	Size of business
There are three competencies to run the business that the entrepreneurs should add in to their character of being the entrepreneurs, which should include to the characteristics of the entrepreneurs such as Achievement, planning and power competencies (Kabatiere et al. 2007)	the results found that most of the entrepreneurs whom launch the business in the part of the agriculture are <b>females</b> because most of the male are dominated in the part of business service, consumer productions and technology service (Vonh Boasy. 2016. <i>The Comparative Analysis of Small and Medium Entrepreneurs' Competencies between Laos and Chinese Entrepreneurs in Xay District, Oudomxay Province. National University of Laos</i> )	The study shows that the age is different efficient of the performance in their business (Vonh Boasy. 2016. <i>The Comparative Analysis of Small and Medium Entrepreneurs' Competencies between Laos and Chinese Entrepreneurs in Xay District, Oudomxay Province. National University of Laos</i> )	From the result of the analyze found that the different of education level are efficient to the performance to manage the business, most of the entrepreneurs whom run the business are from the bachelor degree and they can have a good result of running their business (Vonh Boasy. 2016. <i>The Comparative Analysis of Small and Medium Entrepreneurs' Competencies between Laos and Chinese Entrepreneurs in Xay District, Oudomxay Province. National University of Laos</i> )	The marital status are also affected in the different results, most of the entrepreneurs whom are the enterprise and have the good ability to launch the business most are married (Vonh Boasy. 2016. <i>The Comparative Analysis of Small and Medium Entrepreneurs' Competencies between Laos and Chinese Entrepreneurs in Xay District, Oudomxay Province. National University of Laos</i> )	Asia, Lao PDR (Oudomxay)	The study shows that most of the entrepreneurs are launching the small enterprise because of the investment is not too high, the risk taking is also not much and it easy to manage (Vonh Boasy. 2016. <i>The Comparative Analysis of Small and Medium Entrepreneurs' Competencies between Laos and Chinese Entrepreneurs in Xay District, Oudomxay Province. National University of Laos</i> )



## **5.- Conclusions and recommendations section.**

### **5.1 Conclusions of PECs conceptual framework.**

Research indicates that the future is about the entrepreneurs who succeed. Those who have several combinations, who will be the operators, may not need to have all the questions, except for some essential questions that should be asked. What they lack is an agreement to develop themselves and come up with useful features that follow with the capabilities that are very important for the entrepreneurs (Fonacier & Mueller, 2007), as mentioned below:

The necessity of achievement is to find the occasion from the possible way and consider it carefully (Kabatire, et al., 2007). The operator intends to use the power of thought, intelligence, capabilities, hard work and dedication to the job to achieve success through the channel regardless of the difficulties and continued to fight on is dedicated to all time (Mongia, 2013). To learn from the mistakes of the past and fix them to succeed is a proud way to work, the outstanding point out that the business was not profitable, but to do it for extended growth (Abbas, 2010). Not just the focus on achieving results, but an interest in how to achieve the goals of the movement well (Bygrave, 2004). The capability to reach a decision and to attempt to make strong decisions and not fear anything else is the self-confidence required to do the job (Neneh, 2011). The spirit to stand in the responsibility, it is to be dedicated to the best of their ability, to not be afraid of hard work; it is a hard challenge (Kabatire et al., 2007). Using the knowledge, intelligence and their ability to work is pride to have achieved one's aim. Dedicated efforts into their work are competition between their own selves and competition against the time to find solutions to obstacles to achieve success (Kabatire et al., 2007).

Risk taking is one of the parts of business; those attributes included in entrepreneurs like challenging work, knowledge from their own abilities and pride in their work there (Dess, et al., 2005). An easy task or one which is possible to accomplish hundred percent is equal to no risk at all, and to avoid risk that is too high but undertake a moderate risk is likely to succeed or fail. The risk level has been assessed by the ability to keep up (Kabatire, et al., 2007). To succeed, they need to find alternative ways, such as a business investment. Also, they need to take the time to study a marketing plan, the selection process for raw materials, machinery





investments (Humbert & Brindley, 2015.) Principles and calculations of returns are expected to get under the economic society, technology, politics and state policy by thoroughly studying and then deciding to face problems. The assessment is going to be good (Dingee, et al., 1997) Creative thinking is when the operator wants to success but they must be a creative thinker, not someone who does not think and always does only old things, those who like to take a traditional past experience applied creatively to find new ways to make it better (Neneh, 2011). Originally applied to business management, the problem then is to find a solution, guidelines for product development or improve performance over time (Robbins, et al., 2001). Products that dare to be different from the ones currently existing in the market, which sell like no other, invent something new to the market and research. Nearly all of the differences that make them successful also include invention of new machinery and equipment used in production and bringing new technologies (Abbas, 2010). To seek new materials to replace the updated process and bringing modern management system to provide efficiency and to reduce production costs. This creativity can make up the concept of inventors, researchers, and experts from their studies (Bygrave, 2004,).

Learning from experience is the key feature that should be practical for the operator, as those in the past used to do. Mistakes are lessons to reflect on after the occurrence of an event to improve performance and to work towards better results (Humbert & Brindley, 2015). Events are opportunities to learn on the job. Sometimes, even if they are unsuccessful, the entrepreneurs have to continue to think of new ways to solve problems, and not just stick to the original plan (Kabatire, et al., 2007). The entrepreneurs will have to find other ways for support and think with how it well to get them done; they should listen to others' suggestions while looking for the best way to solve the problem (Henry, et al., 2005). The knowledge and experience that they have is sometimes not enough. Sometimes the entrepreneurs need more knowledge for launching their business such as marketing, political, legal, economic, foreign and domestic information (Ryan, et al., 2006). These will help them analyse the situation and make changes. There is no end to gaining knowledge. Knowledge could come from books or from the seminars. The helping comments of consultants and experts could assist in getting solutions (Ahmand & Seymour, 2008).



*Summary results from the literature reviews of general women entrepreneurs based on PECs conceptual framework*

Achievement competencies

Opportunity seeking

**\*Problem results**

- The women entrepreneurs in Mekong area as part of SMEs still the lack education that can give them the needed motivation to start up their business (InfoDev & World bank 2014).
- Equal economic opportunity for both the genders in the society is also important for entrepreneurs to do business and that can be expressed when one looks at the educational community (Hani, et al., 2012).

**\*Recommendations** From the results the researcher recommends and suggests a new process to improve the characteristics of women entrepreneurs as:

- - From the problems women entrepreneurs face as was gathered from the search in the Mekong area, which also included Laos, they should made use of tools to support and solve the problems for them by the programme of entrepreneurial trainings that deal with the women enterprises. This will give them more knowledge (InfoDev & World Bank. 2014)
- - The equal policy of the movement will play a helping role that will handle and improve their education (Hani, et al., 2012)

Persistence

**\*Problem results**

- As women lack education, as women lack education, they do not have enough knowledge about the role of gender in society while running a business (Hani, et al., 2012).
- The women entrepreneurs are patient and hard working to the normal level, but they need to put in more efforts to improve and accomplish their business targets (Coskun, 2009).

**\*Recommendations** From the results got, the researcher recommends and suggests a new process to improve the characteristics of women entrepreneurs as:

- To make the entrepreneur more enthusiastic towards attaining the goal, the goal(s) should be clear and they must seek good suggestions or good directions to accomplish their targets (Hani, et al., 2012)



- The entrepreneurs should have the persistence and steadiness to do something they have set their mind on quickly (Coskun, 2009).

#### Commitment to work contract

##### ***\*Problem results***

- Culture and tradition in poor countries affect the economic system. The behaviour of the employees and the ego of the entrepreneurs also impact the commitment to work laid down in the contract (Coskun, S. 2009)
- From the results of the analyst based on the women in Borri Kham Xay, the commitment to work contract is of the normal level, but the competencies need be improve more to complete the project as fixed by the target (Manikham, 2012).

***\*Recommendations*** From that result the researcher recommends and suggests the new process to improve the characteristics of women entrepreneurs as:

- To change the older mind set and ideas of the women entrepreneurs in poorer countries, the government should enthusiastically make economic growth possible and bring it to the global standards that will help the entrepreneurs to keep an open mind and change their behaviour (Coskun, S. 2009).
- To put the right man in the right job to work gives them more motivation to go on their position (Manikham, 2012).

#### Demand for quality and efficiency

##### ***\*Problem results***

- Trade in poor countries has not grown enough to affect the economy. The low demand is due to the low quality and efficiency (infoDev & World Bank. 2014).
- Many things in society result in barriers to running a business; some of them are the economic affection, financial, culture, education and lack of opportunity and time to run the business. If the business community does not have an open mind, then that will effect the quality and efficiency of the enterprise (Hani, et al., 2012)

***\*Recommendations*** From the result found, the researcher recommends and suggests the new process to improve the characteristics of women entrepreneurs as:

- Government policy and support are very important for economic growth (InfoDev & World Bank Rep. 2014).



- The women entrepreneurs have to make do with whatever little finance is at their disposal; their business perspectives and opinions need to be examined in detail for the future studies (Hani, et al., 2012).

### Risk taking

#### **\*Problem results**

- The problem of social ecommerce that has still not developed affects the entrepreneurs financially and socially. The local financial condition does not give them enough power so that they can take risks to invest in medium and large enterprises (InfoDev & World Bank 2014)
- The other thesis in Oudomxay study resulted in the finding that Lao Women entrepreneurs still lack the ability of risk taking due to the lack of knowledge on business management. Some of the problems also arise from the culture as seen in the different religious groups in Laos and also the different options given to male and female entrepreneurs (Vonh, 2015).
- The women entrepreneurs scored lower on traits related to the power of risk taking, due to the uncertain situations that need to be solved or decided (Haan, 2010).
- The result from the programme showed that women enterprises have low levels of confidence to take measured risk (InfoDev & World Bank Rep 2014).

**\*Recommendation** From that results got, the researcher recommends and suggests the new process to improve the characteristics of women entrepreneurs as:

- Improved living standards and education can make them confident when faced with risky situations; thus it is requested to have a local financial policy for the local enterprises (InfoDev & World Bank. 2014).
- By minimizing risks and solving problems, one gains the knowledge and business skills vital to make the entrepreneur have more confidence to do all the business activities. Training programmes and giving support to train aboard is a good idea that the researcher recommends in the research (Vonh, 2015).
- The low level of risk-taking capability is a psychological factor related to the entrepreneurs that need to be trained by imparting knowledge and gaining experience (Haan, 2010).



## Planning competencies

### Goal setting

#### **\*Problem results**

- The educational supports got from the government that can enhance the abilities of the entrepreneurs are of low quality. It was seen that without proper knowledge, it is hard to develop the business. The business may not survive because of lack of planning and not having enough skills to monitor the problem without a set goal (InfoDev & World Bank. Rep. 2014).
- For women entrepreneurs, it becomes difficult to reach the goal because the financial support is not enough (Hani, et al., 2012).

**\*Recommendations** From that result the researcher recommends and suggests the new process to improve the characteristics of women entrepreneurs as:

- Improve the standards of the universities thus empowering women entrepreneurs with more knowledge of the skills needed to be successful (InfoDev & world Bank. Rep. 2014).
- Make policies that call for equality of payment, wages and education so that they can have more capability to access their business goals (Hani, et al., 2012).
- To develop the characteristic of women entrepreneurs, university and polytechnics are the basis for the knowledge needed to improve them (Sarri & Trihopoulou, 2005).

### Systematic planning and monitoring

#### **\*Problem results**

- The entrepreneurs in poorer countries have problems becoming good leaders due to the lack of systematic planning resulting from the lack of technical skills and knowledge of management because of the poor situation in the country (Coskun, 2009).
- The culture and the family situation in undeveloped countries is such that most of the women entrepreneurs start their businesses early; they also marry early, which compels them to run the business early. Due to this reason the entrepreneurs lack experience and planning skills to manage their business (International Labour Organization, ILO, 2006).



- Women in Borri Kham Xay lack of the systematic planning and monitoring because of they do not have the necessary knowledge of technology for managing their system (Manikham, 2012).

**\*Recommendations** From that result the researcher recommends and suggests the new process to improve the characteristics of women entrepreneurs as:

- Business planning is very important and because of this it is necessary to educate the women in the poorer countries about the system planning, which proves to be the main characteristic of the entrepreneurs while launching their business. The way to develop that point is to improve their business knowledge by improving the educational standards (Coskun, 2009).
- The government should raise the education level so that the population gives more importance to studies and the entrepreneurs receive good quality standards of education that will help them to be successful (International Labour Organization. ILO, 2006)
- The entrepreneurs should train themselves and improve on the knowledge they have by using the new system which adds value to their business system (Manikham, 2012)

#### Information seeking

**\*Problem results**

- The research results show that women in Mekong lacks access to economic network, nor do they have information of business (InfoDev & World Bank. Rep. 2014).
- Lacking technical knowledge, which is necessary to run their business can negatively affect the economic world (Manikham, 2012).

**\*Recommendation** From that result the researcher recommends and suggests the new process to improve the characteristics of women entrepreneurs as:

- Support for organizing workshops and market fairs to create more opportunities for the entrepreneurs to meet and exchange the experience with the other enterprise (InfoDev & World Bank. Rep. 2014)
- The entrepreneurs should be open-minded enough to learn and try to improve themselves to adapt with the new high tech technology (Manikham, 2012).



## Power competencies

### Persuasion and networking

#### **\*Problem results**

- Family background can be effect to the entrepreneurs who run their business; also friendship can contribute towards making connections that help the business to grow. It can be a trend to support the business of women in the ecommerce society (Hani, et al., 2012).
- Most of the women entrepreneurs in the poorer country are facing with the problem of lack of technical knowledge; the high-tech methods should now be the important tools for networking and communicating in economic trading (Coskun, 2009).

**\*Recommendations** From that result the researcher recommends and suggests the new process to improve the characteristics of women entrepreneurs as:

- Communication and networking should grow so that the business finds more opportunity by meeting with their connections to run the business well (Hani, et al., 2012).
- Promote and suggest the use of new technology to establish good communication in the global economic world (Coskun, 2009).

### Self-confidence

#### **\*Problem results**

- The women entrepreneurs were asked about their confidence to manage their business. Confidence usually comes by the experiences gained and the knowledge of business, but these are still missing (Hani, et al., 2012).
- Self-confidence comes with the leadership positions. The entrepreneurs still lack of leadership qualities skill, as they do not have the necessary skills nor enough support; this leads to a lack of confidence to decide and achieve something (Sarri & Trihopoulou, 2005).
- Lack of the business skills, also affect entrepreneurs while making important decisions (Manikham, 2012).

**\*Recommendations** From that result the researcher recommends and suggests the new process to improve the characteristics of women entrepreneurs as:



- Knowledge of business is very important to make the women entrepreneur more confident. This can be attained by training projects, support from NGOs and GOs is very important to run the project (Hani, et al., 2012)
- Impart more knowledge and business skills to make the entrepreneurs possess high levels of confidence to decide and manage their business (Sarri & Trihopoulou, 2005).
- Training programmes can be programmes to assist the entrepreneurs to have more confident full with knowledge (Manikham, 2012,).

### **5.2.- Conclusion from the analysis: practical implications.**

This research focuses on analysing gathered literature reviews about the characteristics and the main competencies that women entrepreneurs have and lack. Therefore, one must take the solving knowledge and benefit from the research of literature reviews to provide a recommendation for improvement to apply in the Savannakhet province in Laos, e.g..

The results from the study of literature reviews can be gathered that to being or start up the business. The characteristic requirements for an entrepreneur; also exist in the individual personal character of the entrepreneurs (Ahmand & Seymour, 2008). A successful business needs to have good entrepreneurs to manage and achieve the main goals of the Entrepreneurial orientation. The dimension of entrepreneurship, which involves a form of decision-making and implementation including autonomy, innovativeness, being proactive, competitive aggressiveness and risk taking, as five dimensions are very useful when put to work together. Therefore, one must develop the ability of enterprise to become a good entrepreneur (Dess, et al., 2005). It is important to provide the opportunity to transform ideas into commercial products that will be useful in the economy through the creation and development of companies (Bygrave, 2004). To be a good entrepreneur, one needs to have special characteristics above being new, to among the new business with something new and different (Mongia, 2013). Following the literature reviews of the personal entrepreneurial characteristics (PEC) McClelland, it is important to know the capability series of individuals or an individual of the entrepreneurial front of the successful company to succeed in their project (Garzón, 2009).





From this Masters research that has been done in this thesis about the characteristics of women entrepreneurs, I can summarize a few suggestions for improvement:

- Most of the problems that women entrepreneurs face are due to lack of equality in society, lack of education, lack of self-confidence and lack of entrepreneurship skills. This should improve on the basis of improvement in education level.
- The government and relevant NGOs should support and help in development, through training and development of the competencies of women, so that they have more knowledge and higher confidence when faced with risk taking competencies.



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