

Role of Willpower in Entrepreneurial Success in Pakistan



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CERTIFICATE

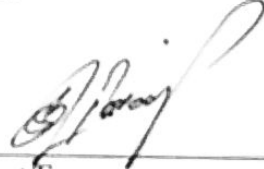
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ABSTRACT

Entrepreneurship is considered as one of the vital forces of economic development as the activity of entrepreneurs spurs change through innovation. Given that, it seems important to explore what factors and/or characteristics lead some individuals to choose the entrepreneurial path and take their entrepreneurial journey in a progressive direction. It is the researcher's primary observations that people who come out as innovative entrepreneurs may not necessarily have drastically different circumstances or opportunities and resources as compared to their non-entrepreneur fellows. This hints that cognitive as well as physiological aspects of an individual may also contribute to their entrepreneurial temperament. Therefore, this study approaches entrepreneurial temperament from the psychological aspect. And, for the purpose of delimitation, special focus has been laid on the role of willpower or willingness in the lives of entrepreneurs which later led to pick the entrepreneurial path and stay steady. Therefore, the role of willpower has been investigated within the context of other psychological factors as well as in relation to the basic external factors.

The qualitative case study approach is used in which multiple cases were formed for the comparative analysis to distinguish between entrepreneur and his/her classmates. In each case, an entrepreneur along with his/her 4-5 class fellows of last academic qualification (making an effort to control some of the factors like common resources and learning environment of some years) were interviewed through semi-structured interview guide following life course approach.

Results show that despite not having any considerable social or financial advantage over their counterparts, the entrepreneurs made extraordinary career-moves and most of their significant activity had willpower or its corollaries such as greater internal locus of control, or higher self-efficacy, at its core. Some entrepreneurs even had lesser resources and opportunities as compared to their non-entrepreneur fellows but their willpower drove them ahead in the progressive stream of entrepreneurial dimension. Along with willpower, entrepreneurs are found less likely to engage in counterfactual thinking, showing confidence and less risk averse behavior in their professional (entrepreneurial) journey as compare to their peers. The study also includes some suggestions that may provide some important insights to the policymakers for providing a setup that can foster more successful entrepreneurs and promote this career-dimension among the potent individuals.

Keywords: Success Factor, Willpower as a Determinant, Fear of Failure, Determination, Psychological Characteristics, Opportunity

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DEDICATION

TO THE DAY, HEREAFTER,
WITH A HOPE AND BELIEVE
TO MEET THE ONE, ALMIGHTY AND
TO HAVE MORE THAN I STRIVE FOR.

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Acronyms

BOI	Board of Investment
CPEC	China-Pakistan Economic Corridor
CBA	Cost-Benefit Analysis
EA	Entrepreneurial Alertness
EI	Entrepreneurial Intention
EE	Entrepreneurial Education
GEM	Global Entrepreneurial Monitor
GEDI	Global Entrepreneurship and Development Index
ICT	Information and Communication Technology
LoC	Locus of Control
NfA	Need for Achievement
NIC	National Incubation Centre
RT	Risk Tolerance
SE	Self-Efficacy
SMEDA	Small and Medium Enterprises Development Authority
SN	Social Networking
USIP	United States Institutes of Pakistan
PITB	Pakistan Information & Technology Board

CHAPTER ONE

1 INTRODUCTION

An individual walking on a path that has not been trodden before, and testing a novel idea, runs the risk of failure and exploits the opportunity of value creation – an individual is said to have an entrepreneurial tendency. Entrepreneurship generates economic growth and serves as a vehicle for innovation and change (Obaji & Olugu, 2014). It not only accelerates economic development with ‘innovative incubator’, but creates employment opportunities and raises competitiveness level (Turker & Sonmez Selçuk, 2009) and contributes to proper utilization of resources, that ultimately results in poverty reduction and establishment of self-sufficient society (Omoruyi, 2017). In fact, the USA’s prosperity, even with the lowest level of unemployment during 1980s-1990s, may be attributed majorly to entrepreneurial activities which strengthened its economy. So, Entrepreneurs, being the major source of ‘initiating constructive change’ in the economy, becomes the central and influential element in economic cycles of countries. (Baron, 2000)

Baumol (1993) appreciating the Schumpeter’s entrepreneurship theory, states that it’s the innovating entrepreneur who leads us to economic growth and progress in productivity. However, Successful large organizations invests heavily to maintain enterprise spirit and innovation practice (proactive approach to innovation) because innovation is fundamentally the most important component for the survival of organizations in an economy (David, 2001). Nevertheless, Pakistan is ranked 113 in the Global Innovation Index out of 138 countries. Although, total early stage entrepreneurial activity level is high, “average entry rate” is only 7% according to World Bank Survey, 2007 (Chemin, 2010). Opportunity-motivated entrepreneurship (motivational index) and entrepreneurial intentions rate is significantly lower and fear of failure level in entrepreneurs is

high, that's why, the impact on business service sector rate is observed lower and no visible improvement is acknowledged (Global Entrepreneurship and Development Institute (GEDI)ⁱ). Pakistan, being a factor driven country, is ranked in 123 out of 130 in Global Entrepreneurship Index in 2015 and 109 out of 137 in 2019 by GEDI. GEDI and Global Entrepreneurship Monitor (GEM)ⁱⁱ, both, signifies the weaknesses in entrepreneurial attitude and abilities.

Results shared by Small and Medium Enterprises Development Authority (SMEDA) of Pakistan (40% contribution of SMEs in annual GDP, and provision of employment opportunities to 80% of non-agriculture labor force, despite of the fact, that State Bank of Pakistan has awarded loan only 8.7% which is quite low¹) shows presence of potential that should be used productively. However, Prime Minister's youth programs include Business Loan scheme for establishing or expanding the enterprises solely received only 1,882 applications from whole youth, which leads to expect that motivational level and willingness lacks in young individuals.

Acknowledging the importance of entrepreneurship, researchers from various disciplines (Economic, Sociology, and psychology) discovered that environmental factors plays important role to pave ways for entrepreneurs, however, the decision to take intuitive (start a firm) depends on individuals themselves and comparatively few chooses to be entrepreneurs. (Lukes & Laguna, 2010). However, despite the research of 4 decades, little has been learned about personal traits in entrepreneurship (Baum, Frese, & Baron, 2007). Schumpeter (1934) took psychological perspective of entrepreneurship. Rise in critics of this approach at the end of 90s caused many researchers to stop research in this particular perspective. However, recent theoretical and empirical evidence made scholars to acknowledge the importance of psychological perspective

¹ <https://fp.brecorder.com/2018/08/20180826401861/>

widely as Baum et al. (2007) stated, “*Entrepreneurship is fundamentally personal*” (as cited in (Frese, & Gielnik, 2014)).

Praag and Ophem (1995) has focused on entrepreneurial decision making stage and explored two contents; willingness and opportunity. I believe that willpower/Willingness/Determination, psychological factor, has proven a significant role in the entrepreneur’s success, even though not covered apparently. Willingness can be because of many reasons, e.g. need for achievement, greater independence etc. all such reasons have connection with just entrepreneurs as literature suggest them in range of their psychological characteristics. So, this study is also distinctively looking into exploring the “entrepreneur’s willpower” as a success determinant, discouraging the calculated risk and assisting to consider what entrepreneurs and others concern regarding this factor. It is assumed that without “willpower”, no other factor can lead to success and make any kind of use.

Even though psychological characteristics and other factors have an influential role in the entrepreneurial journey from the stage of decision making to success and acknowledged widely, but very little attention has been paid to this crucial content in government policies and strategies². GEM (Global entrepreneurship monitor) 2012, has declared the lack of policy and support from government and GEDI (2015) has declared bureaucratic red tape as the biggest constraint of the low level of entrepreneurship in Pakistan. Thus, this study aims to investigate contribution of psychological characteristics and other factors in entrepreneurial success to make suggestion policy makers to implement with no hindrance.

² <http://www.pest.org.pk/docs/STStrategy2013.pdf>

1.1 Problem Statement

Not all students who have even studied business management in academic institutions choose to be entrepreneurs. It is to be believed that involve the element of higher risk in entrepreneurial activities results in very few individuals who choose this path professionally. Although, various mechanisms like calculated risk, CBA-cost benefit analysis, entrepreneurial education etc. are established. Still individuals who choose to be entrepreneurs are low as GEM (2012) reveals an alarming situation in Pakistan, an economy that is richly blessed with resources. Various policy, and support programs are developed by government, NGOs, and universities³ but no visible improvement has been observed. Decision-making is crucial content as it is the start of an entrepreneurial journey that leads to success and remarkable performance benefiting economy. Literature review shows that several studies are most likely conducted to explore the success leading factors of entrepreneurs. However, unlike other individuals, what actually drive them to take initiative, to start their entrepreneurial journey is still difficult to understand. The leading factor of the entrepreneur's efforts, unmatched and differentiating from others, are not credited yet. As if usually most of individuals are capable and have potential, got entrepreneurial education, learnt risk calculated mechanisms and strategies of cost benefit analysis but still not even have intention to start own business. Thus, this study aims to look into This requires unconventional research such as testing new hypotheses, to find what actually influence and differentiates entrepreneur from others (whether psychological characteristics or other factors) to choose entrepreneurial journey and why others do not have willpower or willingness; can we change or

³ Investment policy, SEZ (Special Economic Zones) policy, National innovation policies, subsidies, and different loaning strategies are present there.

affect their willingness; And or is it only willpower or willpower along which factors leads to choose entrepreneurial journey?

1.1.1 Research Question

Research question of the study is:

- Does willpower on its own or in interaction with other personality traits and external factors determine entrepreneurial success?

1.1.2 Objectives of the Study

The objectives of the study are;

- To explore the factors that expand the entrepreneurial culture in Pakistan (Psychological factors and other factors than psychological)
- To investigate if ‘willpower’ on its own or in interaction with other personality traits and external factors determines entrepreneurial tendency and success among individuals
- To suggest its place in government policies at the appropriate level.

1.2 Significance of the study

Investment policy (2013) is the one of good policy as it offers “linkages of trade, industrial and monetary policies”. Although, it does include a component of research and human resource development, no valid and reliable measure to promote entrepreneurial education and innovation. There is also Science Technology & Innovation Strategy 2014-18 and Youth policy which includes consultancy service for youth, however, it has weakness related to scope and implications.

Moreover, the outcome of Education policy is the production of job-seekers after sixteen years of education (which is originally investment collectively from government, students and their families). Although in Pakistan, 'Ministry of Federal Education & Professional Training' is also working in the arena of entrepreneurship. However, despite the fact that there are number of opportunities, resources and increasing trend of higher education, only few people show extraordinary performance going out of the way with high level of satisfaction.

Pakistan needs to develop itself as a self-sufficient society by becoming economically more stable, if not completely independent, in order to utilize the investment of China-Pakistan Economic Corridor (CPEC) project (which is actually in the form of concessional loans, not grants) (Majid, 2017). A thriving entrepreneurial industry can significantly boost the country's economy. Entrepreneurial dimension depends as much on the human capital as it does on the financial capital as material resources may just be squandered in the absence of individuals who are competent and self-driven at once to utilize those resources in an optimum way.

Thus, the significance of this study lies in its chief concern to develop and increase the human capital in the entrepreneurial sector. An individual may be encountered with many different external factors in life, which support or suppress their productive ability. And, it's humanly impossible to control certain aspects of these external factors beyond a certain extent as they are as diverse in nature as social, natural, and economic. However, there are some intrinsic factors such as cognitive and psychological ones which lie within an individual and determine how he reacts to and deals with the external factors that he is exposed to. They also determine to what extent and in what way he gets affected by such external factors. It's believed that psychological traits are not totally innate but can also be cultivated or at least enhanced by human intervention. In addition, once positive psychological traits are fostered, that individual can fight even adverse

circumstances to show high output. The personality traits and other factors that play an influential role in entrepreneurial journey are discovered that result ultimately to uncover that require acknowledgement and greater attention by the government (policy makers) to expand the entrepreneurial and innovating thinking and stimulate innovation, and ultimately, to enhance human productivity level and economic growth. Because, when the government will take proper and good measures to support entrepreneurs, then entrepreneurial culture will develop. People will be more encouraged to take risks and to work on new innovative ideas. Entrepreneurs are the opportunity explicators, but opportunity and job creators and contributor to economic development as well. The unemployment rate in Pakistan is 6%, and it may really help to increase employment rising per capita income. Provision of large range of quality goods and services can hit many economic sectors and policies e.g. industrial sector, trade and investment policy etc. In the light of findings, suggestions and recommendation are offered as per study findings to relevant government ministries and officials.

1.3 Organization of Study

Chapter 1 has explained the introduction and background of the study offering research questions and objectives. Chapter 2 provides a literature review that includes entrepreneurship theory from its pioneer; the determinants of innovation and ‘Willpower/Determination’, personality traits and other factors, policy mechanisms that supports in entrepreneurial journey; and concludes with providing a brief summary along with research gap. Chapter 3 contains the methodology explaining sample units, sampling technique, and data collection and analysis techniques. Chapter 4 provides data analysis encompassing the findings/results and discussion. And, chapter 5 provides conclusion and some policy recommendations.

CHAPTER TWO

2 LITERATURE REVIEW

Pakistan, a developing country, in which like other developing countries, no strong distinction has been drawn between entrepreneurship and SMEs/Small businesses. Introduction shows the reflection of entrepreneurship situation in Pakistan insights from GEM, GEDI and World Bank Survey and potential from SMEDA results. Since 1947, government policies and programs has directed entrepreneurial activities toward the rent seeking behavior and wealth transfer gains, instead of promoting the innovation and bearing risks, specifically using tools such as “license monopolies, subsidies etc. in certain activities in protected economy”. (Chemin, 2010; Haque, 2007). Thus, there is need to uncover the entrepreneurship phenomena and its all shapes and aspects, so that, valid and reliable measures are derived for desired outcomes.

An effort is attempted to show the contribution of researchers in theory has been made that explains how the entrepreneurship phenomena is taken into account, and how the term “entrepreneur’ is defined in various disciplines. It reviews literature on Innovation (main task of entrepreneurs) and Willpower. Later part covers emerging areas of entrepreneurship as psychological approach, encompassing the. “Psychological characteristics and other factors” that are influencing the entrepreneurs throughout their entrepreneurial journey and “policy mechanisms” which are main concerns of policy makers, educationist and politicians.

2.1 Entrepreneurship

Entrepreneurship is capability and willingness to develop, organize, and manage a business venture along with any of its risks in order to make a profit. Its most obvious example is

the starting of new businesses.⁴ Entrepreneurship is typically defined as an action, process, or activity. It is multidimensional phenomenon (like the entrepreneur) however, widely acknowledged as a vital force in the economies of developed countries, but there is little agreement about what actually constitutes entrepreneurial activity (Audretsch & Keilbach, 2004). Referring to Schumpeter's idea of creative destruction, Drucker calls it as 'the entrepreneurial economy'; Howorth, Tempest, and Coupland (2005) as dynamic processes of continuous change the economic structure and its effectiveness, in which individuals takes the risk to business outcomes. David (2001) following Schumpeter's idea of 'creative destruction' defined entrepreneurship as, *"creation of something new based upon perceiving and capturing an opportunity that may be buried in the noise of environment, involves a degree of risk that makes difficult to calculate value, but its creation of value for individual, community and society."*

In developing countries, entrepreneurship is taken into account in several, most of the studies focus explicitly SMEs (Small and medium enterprises) that are usually part of informal sector. However, in developed countries, broader distinction is being considered between entrepreneurship and SMEs. (Gutterman, 2016). Thus, our study is encompassing the entrepreneurship considering the content of innovation primarily.

In, next section, an effort is attempted to explore key developments in entrepreneurship studies, discovering how entrepreneur is taken into account by others and characteristics that are being emphasized by researchers, policymakers, and educationist.

⁴ <http://www.businessdictionary.com/definition/entrepreneurship>

2.2 Entrepreneur

A solid definition of ‘entrepreneurship or an entrepreneur’ continues to generate debate and a single definition has not yet been embraced across the various paradigms (Howorth et al., 2005). Still nothing has reduced the importance of entrepreneurship. Classical economists, frequently discussed entrepreneur’s form and functions, but shadowy. Possibly because of this, status of the first and second pioneer is received by those who are venture capitalist or entrepreneur and third pioneer ‘Schumpeter’ is economist, (Baumol, 1993; Filion, 2011).

The term “entrepreneur” is a blend of two French word “entre” (means ‘between’) and “prendre” (means ‘taker’). So, “entrepredre” means “to take in hand or undertake some activity” (Filion, 2011). It is a complex and multi-dimensional phenomenon, as taken into account by researchers of various disciplines and range of entrepreneurial role is increasing steadily (Carland, Hoy, & Carland, 1988; Filion, 2011; Gartner, 1990) and Casson (1982) declared the task of defining entrepreneurs as most difficult part of entrepreneurship study.

Cantillon (1775), a venture capitalist-1st pioneer in entrepreneurship field, conceptualized the entrepreneur as an investor who purchases raw material at known price to sell at unknown price (risk element/uncertainty); differentiating landowner, arbitrageurs, and servant (contractor/labor). To anticipate uncertainties seems him more important than innovation, in self-regulating economic market. Later, his follower Knight (2012) differentiates the risk, that can be insured and that cannot be; and considers main task of entrepreneur is to decide what has to be done and how, without perfect information. Jean Baptiste Say (1815; 1996), an entrepreneur (2nd pioneer) identified entrepreneur as a person who do something new, more with less or in a different way; playing role in production and distribution of goods and services as ‘coordinator manager’ for society’s welfare creation. He ultimately directed to the component of innovation. (As cited in (Filion, 2011)).

Schumpeter (1934) third pioneer, is the first, who declare entrepreneur as ‘innovator’, not manager. In economic development theory, entrepreneur is regarded as the one who causes disturbance the equilibrium towards a new equilibrium (Creative Destruction) through innovation. Entrepreneur is identified as hero of Schumpeter’s story and innovation as critical dimension for economic change and growth. (As cited in (Pol & Carroll, 2006))

Schumpeter (1954) pointed out Cantillon’s thoughts as “clear perception of ‘the function’ of entrepreneur” and Jean Baptiste Say as the first who made a clear distinction between role of entrepreneur and role of capitalists; crediting entrepreneurs’ perception and exploitation of new opportunities. While, Marshall considered entrepreneur as ‘superintendent’ who offers products and is solely responsible for the proper functioning of business; may focus on innovation and economy growth. Krizner, (1973), criticizes the neoclassical on the element “perfect information and equilibrium prices”; and credited the entrepreneur’s ability to deal with ‘anomalies’ and recognize the profit opportunities under certain condition, being alert. The success is conditioned by ‘the greater deal of knowledge and from where to look for this’. (As cited in (Nijkamp, 2003))

Filion, (2011) says that the definition by pioneers is not sample representative as they have given their views according to their entrepreneurial role; while entrepreneurs cannot be defined solely based on characteristics of their entrepreneurial role. He concludes suggesting six (6) essential elements (innovation, opportunity recognition, risk, action, use of resources and added-value) to define entrepreneur. While Gartner (1990) using ‘Delphi process’ proposed eight (08) themes (the entrepreneur, innovation, organization creation, creating value, profit/nonprofit, growth, uniqueness, and the owner-manager), concerning various kinds of activity and state of existence, and regards themes as different parts of the same phenomenon. Nijkamp (2003) chiefly

presents entrepreneur as “a creator network operator/manager” from perspective of “geographical seedbed conditions and network constellations,” because of changing pattern of economic life.

David (2001) following Schumpeter’s views, agree that entrepreneurship and innovation are same. He said the language of hope/optimism, that includes the entrepreneur, enterprise, entrepreneurial behavior, and innovation, and advises senior individuals to use language such as ‘mavericks’ and ‘high risks’. Baumol (1993), focusing on theoretical problems of entrepreneur decision and behaviors, summarized the whole debate on “who is considered as entrepreneur by researchers/authors?” saying this:

“There are two uses of the term ‘entrepreneur’ which, though both legitimate, are entirely different in their substance. One uses the term to refer to someone who creates and then, perhaps, organizes and operates a new business firm, whether or not there is anything innovative in those acts. The second takes the entrepreneur as the innovator-as the one who transforms inventions and ideas into economically viable entities, whether or not, in the course of doing so they create or operate a firm. The entrepreneur of Cotillion or Say is of the first variety, whereas that of Schumpeter is clearly of the second.” (Baumol, 1993)

Both kinds of entrepreneur play a vital role in economy progress and growth, but differs greatly in their roles, their influence, and the kind of analysis their role requires; however, regarded the innovating entrepreneur, not the firm organizer (very similar to the manager) concerning about economic growth and progress in productivity. (Baumol, 1993)

We conclude following Schumpeter entrepreneurship theory that;

“Entrepreneur starts with an (innovative) idea, bears risk (profit and loss), and results in any unique product in the result.”

“Entrepreneurship and/or Entrepreneurial journey is the journeys that witness/prevails innovative activity carrying out by entrepreneur, in order to create value by exploiting opportunities and possibilities.”

- **Elements:** Innovation, Vision, uniqueness, value creation, uncertainty, risk

Table 1-Elements considered by Researchers to define Entrepreneur

Elements/characteristics	Researchers
Investor (seller/buyer, action)	(Cantillion, 1931; Nijkamp, 2003)
Entrepreneur (unique personality/ability/ greater knowledge for)	(Gartner, 1990; Krizner, 1973; Schumpeter, 1947; Nijkamp, 2003; Johnson, 2001)
<i>Willpower (to be entrepreneur, risk bearer, innovator etc.)</i>	(Knight, 1921; Kihlstrom, & Laffont, 1979; Makhbul, 2011)
Recognition and exploitation of opportunity	(Gartner, 1990; Krizner, 1973; Schumpeter, 1947; Nijkamp, 2003; Johnson, 2001)
Innovation	(Gartner, 1990; Say, 1815; Schumpeter, 1947; Nijkamp, 2003; Johnson, 2001; Turker, D., & Sonmez Selçuk, S. 2009; Carland, et al., 1988; Gompers, P., Kovner, A., Lerner, J., & Scharfstein, D., 2006)
Creation of organization	(Gartner, 1990; Turker, & Sonmez Selçuk, S. 2009)
Creating Value	(Gartner, 1990; Nijkamp, 2003; Johnson, 2001; Turker, D., & Sonmez Selçuk, S. 2009; Ahmad, N., & Seymour, R. G. 2008)
Profit or Nonprofit / risk/ uncertainty	(Gartner, 1990; Knight, 1921; Cantillion 1931-75; Nijkamp, 2003; Johnson, 2001; Kihlstrom, R. E., & Laffont, J.-J., 1979)
Growth	(Gartner, 1990; Carland, et al., 1988)
Uniqueness	(Gartner, 1990; Johnson, 2001)
The owner-manager/ coordinator-manager/ responsible person	(Gartner, 1990; Say, 1815; Nijkamp, 2003)
Action	(Nijkamp, 2003)
Use of resources	(Nijkamp, 2003; Johnson, 2001)

Source: Author's contribution

2.2.1 Innovation- Main Task of Entrepreneur:

“Anything that won’t sell, I don’t want to invent.” - Thomas Edison

Schumpeter (2000) differentiates between invention and innovation as, *“invention is the discovery of new technical knowledge and its practical application to industry,”* and *“innovation is the introduction of new technical methods, products, sources of supply and forms of industrial organizations.”* Invention is a new idea, concept, or model never existing/made before, as “something new under the sun.” While, innovation is “successful development, implementation, and adaptation of something new by society.” Aulet and Murray (2013) defined innovation as “new to the world ideas in the technical, market, or business model domain”, not limiting it by saying ‘technology-driven’. And, Entrepreneur is the one who innovates and/or the one to whom inventor sell his/her ideas and then entrepreneur is the one who take risk and invests his/her money.⁵ Thus, many researchers agree main task of entrepreneur is innovation as it combines already existing resources in creative ways. (Johnson, 2001; J. A. Schumpeter, 2000)

Innovation is not just a bringing whole new theory, but any change in product, or any change in application of product or services. Schumpeter (1954) has classified innovation in five (05) categories; 1) introduction of new good, 2) new production technique, 3) new market, 4) new source of supply and 5) carrying out new organization in an industry. He believes that entrepreneur disturb the market equilibrium because of innovation element and set market on new equilibrium. This disturbance of equilibrium is known as “Creative Destruction.” (as cited in (Filion, 2011))

Bytyçi (2015), conditioning the success and sustainability of organization with innovation and agreeing with the David (2001) who also offers some optimistic views and advises, states;

⁵ <http://www.startup-book.com/2015/11/24/invention-entrepreneurship-and-innovation/>

“Innovation in products, services, management, production processes, corporate values, and organization’s other aspects are what keep companies growing, and thriving. Without innovation, no company can survive over the long run.”

Innovation is the main mechanism of economic growth; a process under which businesses promote competitive position in the market and profitability through continuous adaptation of relevant new products and new ideas to operate in the market (Grossman & Helpman, 1994). In short, economic development is a result of growth of entrepreneurship and innovative enterprises. However, most of the studies did not and do not encompass this fundamental element, while capturing entrepreneurs’ role, effect, and perceptions. This study is exclusively looking into the entrepreneurs who are innovators; this is why innovation is being discussed.

2.2.2 Willpower/Willingness/Determination

Most of the entrepreneurs have declared 'willpower' as a significant factor of entrepreneurial success.⁶ Some emphasize on it as a secret weapon, and some says it is not a limited resource⁷. Ryan, N. (2012) has given tremendous importance to research into 'willpower' regarding it as psychology's best hope for contributing to human welfare. Being in agreement to Baumeister, states that it has become most intensively studied topic in social sciences, despite the fact that research into external factor is considered as more comfortable escaping to point out that individuals, problems may arise from causes inside themselves, however, still it is most-cited research in psychology. However, theoretical understanding in entrepreneurial area that what it is and how it plays its role in human lives is not clear.

In above table, [Table 1-Elements considered by Researchers to define Entrepreneur](#), few studies have conceptualized the element of willingness. In Oxford dictionary, 'Willingness' is

⁶ <https://www.entrepreneur.com/article/246718>

⁷ <https://www.lesswrong.com/posts/NPxGwZGoyyrNzkjNw/willpower-not-a-limited-resource>

defined as “The quality or state of being prepared to do something; readiness.”⁸ ‘Willpower’ is defined as “Control exerted to do something or restrain impulses; opposite of laziness.”⁹ Ryan, N. (2012) mentions that Frank Channing Haddock defined it as “an energy which is susceptible of increase in quality and of development in quality” and Samuel Smile in his most popular book *Self Help* regarded success a result of “self-denial” and “untiring perseverance” in addition, they also have used willpower and self-control interchangeably in their study.

Knight has defined Entrepreneurship as willingness and capability. Capability can be boundless to the any person who has capability to coordinate the factors and perform entrepreneurial activity (Kihlstrom & Laffont, 1979); everyone may have ability and can be influenced by other factors. What is about willingness? Can willingness be also extended to everyone? Is Willingness also influenced by different factors? Zaman (2010), talking about the purpose of life, believes that every human being has the tremendous potential to be best of the creation, to perform remarkably in this life for himself/herself and for others. The holy book Quran has revealed this interesting fact since long, mentioning, “Surely, We created man in the best of forms. Then, we reduced him to the lowest of the low.” (Quran 95:4, 5). Eventually, emphasizing on the role and importance of human being, it shows the need to ameliorate the behavior and attitude of human being to utilize this capacity and potential to be best and superior.

I believe that If a person is enough capable to coordinate the factors for production, but if he's not willing, don't possess any kind of determination or high aims, and then all is vein. Everyone has different properties and environment from the beginning of their existence; we observe that no one has control over it. But, it is to be believed that everyone has some kind of

⁸ <https://en.oxforddictionaries.com/definition/willingness>

⁹ <https://en.oxforddictionaries.com/definition/willpower>

capability and energy (brain) to perform remarkably,(Kihlstrom & Laffont, 1979; Zaman, 2010), thus it is assumed, just willpower makes oneself different.

Baron (2000) is one of the researcher who has dedicated years of research to establish link between entrepreneurship and psychological fields, to answer two questions, focusing on need of cross-phase research. He shared following characteristics of successful entrepreneurs (cognitive factors); “*they think differently than other persons in several respects (e.g., they are less likely to engage in counterfactual thinking but more likely to show overconfidence in their judgments).*” The willpower of such successful entrepreneurs is corresponding to passion and need for achievement. Then, we can say that it’s the determination “The quality of being determined; firmness of purpose.”¹⁰ The people, who always seek challenges and possess the property of being less risk averse, do not spend life just going with flow. They think innovatively and differently in order to create something new.

Praag and Ophem (1995) also indicated that there are more people who would like to become self-employed than the actual number of self-employed. We infer that they originally lack of determination, willpower, and idea.

The research study of Praag and Ophem (1995)is attempted to separate, empirically, the effects of opportunity and willingness on becoming an entrepreneur. They believe, “*Observing someone as being self-employed implies that the individual both has been willing and has had the opportunity to switch to this occupational status.*” Willingness is considered as motivation and opportunity as ability and/or capital. They believe that if either willingness or opportunity is missing, the individual will not become self-employed. I believe that if one has willingness and determination, one can find opportunity oneself. The results reveal that for most individuals,

¹⁰ <https://en.oxforddictionaries.com/definition/determination>

opportunity is the more constraining factor in the selection process into self-employment and opportunity in turn is dependent on the availability of capital (assets and real estate). Praag and Ophem (1995)'s study also represents rich glimpse of literature in this regard, presenting their own opinion and results. They acknowledge that 'smarter entrepreneurs' need less capital for venture. Opportunity (capital) has substitute. Capital may be borrowed, but only by people who have some additional qualities, as Say (1971) states *"It is commonly requisite for the entrepreneur himself to provide the necessary funds. Not that he must be already rich, for he may work upon borrowed capital; but he must at least be solvent, and have the reputation of intelligence, prudence, probity, and regularity; ... These requisites shut out a great many competitors."* Marshall (1930) and Say both argue that ability (though defined differently) is a restricting factor for the supply of individual entrepreneurship. However, Schumpeter (1934) argues that ability does not play a significant role, while capital can be borrowed easily. For Schumpeter, the prime restriction on the supply of entrepreneurs is a scarce combination of motivating forces (willingness) of pursuing indirect instead of direct consumption. Knight (1921) argues that capital, due to moral hazard, and willingness, unlike ability, are necessary to just start as an entrepreneur. Willingness plus power to give guarantees, not backed up by ability, will evidently lead to a dissipation of resources, while ability without the other two factors will be merely wasted. (as cited in (Praag & Ophem, 1995))

Cleeton and Knight (1924) has used "sound judgment, intellectual capacity, frankness, willpower, ability to make friends, leadership, Impulsiveness and originality" as character traits. Result shows significant importance of "willpower" in determination and character analysis of an individual, so leading to assume important role in moments of making life decisions. They have used man-to-man rating method, asked close associates and casual observer to rate individuals' character traits and physical factors for their study in order "to supply statistical basis for the truth

or falsity of the theory and practice of character analysis”, and results are not satisfactory to permit any importance attached to them.

Interestingly, Cardon (2009) points out that entrepreneurial passion is activated from entrepreneurial activities. The factor, which initiates entrepreneurial activities and play a role from the start (decision-making) till the successful level, is need to explore for the entrepreneurial expansion and innovative culture in an economy. We assume, willpower leads to entrepreneurial activities and, entrepreneurial activities based on willpower and determination turned this into passion. The combination of willpower and passion never let an entrepreneur quit its path.

After glimpse from literature, we observed that willingness and ability are considered by different school of thought. Literature leads to raising the question: is it possible to compensate a lack of capital by, for instance, entrepreneurial ability? Moreover, element of willingness is usually evaluated at the stage of decision making with opportunity. It is need to see the contribution of willingness, opportunity, luck, chance or any other factor that influence individuals to take decision and put efforts until become successful. This study intends to contribute taking “Willingness/Willpower/Determination” as a success factor from first stage to last stage.

2.3 Psychological Approach of Entrepreneurship

Despite the fact that social, economic, political, and environmental factors play a significant role in entrepreneurial journey, however, the decision to take intuitive or emergence of new firm depends on individuals themselves. Many scholars have studied that given the same national and institutional framework and given same opportunities for the business sector, only few choose to be entrepreneur. For the individual perspective, it is stated that entrepreneurship not only accelerate the economic growth and productivity, but also satisfies the unfulfilled needs and creative appeals,

building individuals human and intellectual capital. (Lukes & Laguna, 2010). One of the pioneer of entrepreneurial area, Schumpeter (1934) took psychological perspective of entrepreneurship. However, there was increase in the critics of psychological perspective of entrepreneurship at the end of 90s that played a significant role to stop many scholars to research in this area. However, due to recent studies contribution and their evidence, scholars now acknowledged the importance of psychological perspective widely (as cited in (Frese, & Gielnik, 2014)).

Baron (2000) dedicated years to answer two questions: 1) why some persons but not others choose to be entrepreneurs? 2) Why are some entrepreneurs so much successful than others? Several studies have applied the findings of cognitive and social psychology to these questions and results shows the fruits of their efforts. Lukes & Laguna (2010) has taken same questions like Baron (2000) into account and regarded as entrepreneurial activities a result of motivation, explaining motivation in terms of *“independence, money, self-realization, and passion of work.”* They states that entrepreneur with courage and entrepreneurial spirit, with or without having own resources in hands manage to turn his/her idea into reality. They regarded successful entrepreneurs as effectuators, explaining the effectuation approach, acknowledging that entrepreneurs not only identify opportunities, but also create opportunities, seeing the possibilities where others do not. However, they concluded entrepreneurial activity result of multiple influence.

2.3.1 Personality Traits/Psychological Characteristics of Entrepreneurs

The personality traits (individual factors) are particularly considered as controversial perspective of entrepreneurship research. Personality traits are regarded as partially inherited and not specific in entrepreneurship as one cannot change them easily. (Lukes & Laguna, 2010). However, scholars

agree that entrepreneurs have such characteristics that make them choose entrepreneurship (Karabulut, 2016). Following are the personality traits derived from literature:

2.3.1.1 Locus of control

Locus of control (LoC) is defined as “the degree (measure of belief) of control of a person over his/her life.” Two kinds of LoC are; 1) Internal LoC shows that a person has faith in his/her abilities, believes that his/her decisions can control his/her life, whereas 2) external LoC shows that a person believes that external factors (destiny/luck/other people) can influence and control his/her decisions. Internally oriented persons, with better social interaction and depending less on others can personally set their goals, have clear vision and ability to take risk and bear uncertainty, have great determination and intention regarding entrepreneurial career and can start their own businesses (or expansion). (Karabulut, 2016). Brockhaus (1980)’s study finding also revealed that successful entrepreneurs have significantly more internal control than unsuccessful ones.

2.3.1.2 Need for Achievement (NfA)

Need for achievement (NfA) is “the drive (motivation, determination, and ambition) of a person to succeed.” People with high NfA have entrepreneurial determination to be popular in competitive markets. They bear risk, face uncertainty, take full responsibility, and are concerned with result. Higher NfA level is, so higher potential to be successful entrepreneur will be. Low NfA is associated with low interest, low competency, failure and self-blame. (Karabulut, 2016)

2.3.1.3 Self-Efficacy (SE)

Bandura (1997) defined self-efficacy (SE) as “the belief on one’s own ability that one can accomplish something.” The person who has strong SE consider challenges as task, but person with low SE will not choose those tasks which he/she consider difficult, threat or feel incapable to

perform. “SE influences the cognitive patterns of problem solving, motivation, emotional and physiological arousal, behavior patterns, and consequently - the quality of performance.” (Krekar and Coric, 2013). Entrepreneurial SE is the belief of a person on his/her own ability to create business. However, SE is associated with just efforts, not outcome. (Chen, Greene, & Crick, 1998)

2.3.1.4 Less Risk Aversion

Risk averse is, other things equal, a situation in which individual (investor) chooses least risky preference.¹¹ The one, less risk averse, chooses to be entrepreneur. However, the one, more risk averse, chooses working as labor or worker. Researchers agree that all individuals are equal in their ability to perform entrepreneurial as well as normal labor functions, differs only in their willingness to bear risks. Moreover, while representing the special case of Knight as he emphasizes ability as well as willingness as factors determining the supply of entrepreneurs (Kihlstrom & Laffont, 1979) helps us to infer that only “Willpower” matters to be entrepreneur.

2.3.1.5 Risk Tolerance (RT)

Although, Brockhaus (1980) and Sebor, Lee, & Sukasame (2009) mentioned that risk taking propensity is not significant, but risk tolerance (RT) has significant influence on entrepreneurial activity. An entrepreneur has to face uncertainty often, so should have risk tolerance. RT capability makes him/her to cop up with uncertain situation wisely and get advantageous result. Entrepreneurs try to calculate risk, and/or do Cost Benefit Analysis (CBA) before taking any action. Risks can be of different types, “career, family, financially and reputation risks”. RT is positively linked with entrepreneurial activity. (Karabulut, 2016)

¹¹ <https://www.investopedia.com/terms/r/riskaverse.asp>

2.3.1.6 Luck or Perception about Fate/Chance/Luck

Gompers, Kovner, Lerner, and Scharfstein (2006), stated citing the claim of Kihlstrom and Laffont (1979) that “Luck is only determinant of entrepreneurial success”, mentioning review of their study, they gave all credit to skills and ability, supporting Schumpeter, and rejecting Kihlstrom and Laffont, saying that luck was not a success factor. Others have studied it as perceived thought about luck, fate, or chance.

Luck was considered as influential determinant, but success credit is not given to luck. However, it is also regarded as ‘random factor’ because of incomplete information, opportunity, and social status that are not within control variable. Richard Wiseman’s ten-year scientific study and The Luck School project reveals that people make their own good and bad fortune. The thought and behavior of people themselves leads them to be happy or unhappy, lucky or unlucky. He states, *“Lucky people generate their own good fortune via four basic principles. They are skilled at creating and noticing chance opportunities, make lucky decisions by listening to their intuition, and create self-fulfilling prophecies via positive expectations, and adopt a resilient attitude that transforms bad luck into good.”* If such behavior and attitude is developed in a person, who was (feeling) unlucky or hopeless and deprived, he/she may also be among those who are happy and lucky. People get chances and opportunity that may change their whole life. (Wiseman, 2003)

Wgenaar & Kerenm (1988) points out that “chances and luck are not same.” stating that external factors control the chance, so, there is no control of person on chance. Luck is stated as “illusion of control, perceived amount of control and experience of control,” where luck may also not be influenced and controlled by people. However, people may have ability or develop attitude to avail what luck brings to them.

This all suggests that people influence their future outcomes with their behavior and thoughts. Being optimistic and positive, individuals go for taking high level of risks chasing their dreams, happiness, and success.

2.3.1.7 Entrepreneurial Alertness (EA) and Exploiting Opportunity

Kirzner (1997) developed the concept of recognition and exploiting opportunity, declaring information/knowledge seeking as main element of entrepreneur; as risk alertness is regarded as most significant factor as entrepreneurs need to search and exploit new opportunities, to set new equilibrium in market. He defined EA as “*the ability to notice a chance that had been ignored by other people,*” suggesting entrepreneurs to conduct SWOT analysis for their ventures, realize opportunities to take advantage timely to develop new ideas. EA is positively correlated with opportunity identification (OI), so Karabulut (2016) regarded OI as core of entrepreneurial ability.

2.3.1.8 Entrepreneurial Intention (EI) & willingness/Determination/Willingness

Entrepreneurial intention (EI) is defined as, “a position to owning a business or becoming self-employed. EIs are also considered as personal orientations which might lead to venture creations.”¹² Intention is a will that initiates EI, and help to achieve entrepreneurial and organizational goals facing uncertainty. EI is originally based on entrepreneur’s needs, values, practices, vision, dreams, feelings, and beliefs (Karabulut, 2016). Turker and Sonmez Selçuk (2009) has measured EI with a statement, “I plan to establish my own business in the foreseeable future after graduation.” And both Karabulut (2016) and Turker and Sonmez Selçuk (2009) have taken EI into account as dependent variable, usually, affected by personality traits and contextual

¹² <https://www.igi-global.com/dictionary/entrepreneurship-education-and-university-students-entrepreneurial-intentions-in-bangladesh/51031>

factors. Yaqub, Mufti, Ali, and Khaleeq (2015) found strong relationship between “attitude towards entrepreneurship and entrepreneurial education” based upon data of ten (10) universities.

EI is usually explored at academic level, encompassing students. Such studies have limitation that students may have changed their intentions and have not chosen to be entrepreneurs later, so, findings based on the EIs are not reliable. Students’ intentions may be replaced with their willpower/determination that is a psychological characteristic whose existence is strengthened. Therefore, “willpower” throughout entrepreneurial journey is reliable and valid determinant to credit the entrepreneurs’ success. Findings based on successful entrepreneurial journey are valid, as past data (observations and experiences) will be applied.

2.4 Other Factors of Entrepreneurial Journey¹³

As entrepreneurship importance compels policy makers and scholars to consider it, Turker and Sonmez Selçuk (2009) acknowledging the factors other than personality traits and making an effort to answer the questions of Baron (2000), states, *“Some scholars primarily focus on the effect of personality characteristics on the decision making process. However, a person is surrounded by an extended range of cultural, social, economic, political, demographical, and technological factors. Therefore, personality traits cannot be isolated from these contextual factors.”* It makes clear the need to explore following other influential factors of entrepreneurial journey:

2.4.1 Age and Marital Status

It was conceptualized that most of literature encompasses adult entrepreneurs. Brockhaus (1980)’s study revealed the importance of two personal factors i.e. age and marital status. The

¹³ Other factors are factors other than psychological characteristics.

average age of successful ones was 23.4 years and unsuccessful ones have 36 years. (Praag & Ophem, 1995)'s study reveals that married persons have more opportunity to be entrepreneurs (with spouses' supportive role, morally and financially), but less willingness to indulge in risky entrepreneurial activities due to family responsibility.

2.4.2 Educational Support

Interesting findings of Brockhaus (1980) reveals that successful entrepreneurs have lower level of educations (less than high school) and unsuccessful entrepreneurs have average thirteen years education. Turker and Sonmez Selçuk (2009) predicts that “educational support-supportive university environment” really helps to gain adequate knowledge and inspiration to get into entrepreneurial activity and helps to achieve success in execution of the innovative idea. Explicitly, it was discovered that, “students’ entrepreneurial characteristics of market sensitivity, innovative creative, persistence, and high ethical standard, were increased following the Entrepreneurship Personal Branding and Selling course”. Yaqub et al. (2015) also found strong relationship between “attitude towards entrepreneurship and entrepreneurial education” in Pakistan collecting data from ten (10) universities where entrepreneurship studies are provided.

Chachar, De Vita, Parveen, and Chachar (2013) also found same results in Pakistani region and even less experience, individuals achieve better results due to entrepreneurial educational background.

The findings of Global Entrepreneurship Monitor (GEM, 2001) indicate that less educated people are less likely to indulge in entrepreneurial activities. Education and training lead a person to think innovatively and work on new ideas. We may infer that entrepreneurial education may lead to have broader vision and innovation. So, we can categories in the following heads:

1. Entrepreneurial education (EE)
2. Training and Monitoring

2.4.3 Relational support

Relational support is fundamentally a social factor indicating sentimental and monetary support from family and friends to stimulate entrepreneurial activity and support in different situation, which can be categorized as follows (Turker and Sonmez Selçuk, 2009):

2.4.3.1 Family support

Individuals usually feel easier to start a business when they belong to entrepreneurial/business family or have direct contact to the business world; originally observing and internalizing the entrepreneurial climate from their childhood (Turker and Sonmez Selçuk, 2009). Even if, family background is not entrepreneurial, impact of family support is undeniable as family support lessens the conflicts and ensures emotional stability. (Tanveer Abbas et al., 2016). Inheritances is found as a major determinant of the occupational status of entrepreneur (Praag & Ophem, 1995)). Chachar et al. (2013) shows that “lack of job opportunities and meritocracy in Pakistan” compelled individuals to join family business.

2.4.3.2 Social networking/competency

Social networking (SN) proves itself as a crucial element, as it can develop entrepreneurial attitude, consoling behavior and provide financial support and different opportunities to start, flourish, or expand businesses, gaining from others failure and experiences. Strong SN has the negative relation with stress. (Tanveer Abbas et al., 2016). Baron, (2000) study shows the significant positive relations of social competency with the financial success of entrepreneurs.

Pérez-Pérez and Avilés-Hernández (2016) has considered it also as ‘existence of link with support agencies’ and both formal and informal sources of advice (consultancy), that stimulates entrepreneurship spirit and makes them firm and consistent in ups and down.

2.4.4 Structural support

The structural factor, in a broader context, includes social, economic, political, cultural and technological dimensions. Turker & Sonmez Selçuk (2009) has explored it into economic and political dimensions; while Pérez-Pérez and Avilés-Hernández (2016) as institutional factors and economic and employment factors; (Nijkamp, 2003) as the component of “External Business Culture” (industrial composition and organization). Numbers of factors are interlinked and possess similar properties of each other, revealing the complexity of phenomenon of entrepreneurs’ factors. Following factors are the extracted under the head of structural support from literature:

2.4.4.1 Capital Availability

All public and private organizations (banking sector and state laws) can play their role as a threat or support can towards opportunity (loan) (Turker & Sonmez Selçuk, 2009). Family and friends can also provide financial support (Pérez-Pérez and Avilés-Hernández, 2016). The more constraining factor in the selection process into self-employment is opportunity. Opportunity in turn is dependent on the capital availability (assets and real estate) that can be compensated by a low regional unemployment rate and self-employment experience. (Praag & Ophem, 1995)

2.4.4.2 Market Factors

Market factors include demand and supply for product and services, access to customers and suppliers, and research and development. It also includes the component of “operating cost”¹⁴ and need of labors (skilled/semi-skilled labor) to make productions smoothly. Entrepreneurs are the inventors, provide solution to problem and goods according to market needs and desires; and are nation engine that also produces employment opportunities. (Turker & Sonmez Selçuk, 2009)

2.4.4.3 Institutional factors

Obaji and Olugu (2014) have taken into account institutional factor as a supportive environment and entrepreneurial infrastructure that includes specific climate elements, such as utilities, services, taxes, and regulations. All such services are important to serve entrepreneurs. Perez (2016) includes three components, “non-economic policy support, funding and Specific formal training.” While, (Corman, Lussier, & Nolan, 1996), looking deeply, includes all kind of taxes; considers other rules and regulation (formal and legal conditions) that entrepreneurs have to face at different stages of entrepreneurial activity. They cover also “Education and training opportunities, Permits and licensing, Consistency in policies, Spending on education, Regulations, Dispute to resolution, Business assistance programs”.

2.4.4.4 Information and Communication Technology (ICT)

Obaji & Olugu (2014) condition the success of entrepreneurial activities with ICT, as world is rapidly changing and so are business and production pattern. Advancement of internet and information technology has changed the ways of doing business, becoming a valuable means, and

¹⁴ cost and quality of transportation, energy, rents, property etc.

supporting especially female entrepreneurs to run the business without any physical restrictions. (Tanveer Abbas et al., 2016)

2.4.4.5 Economic and Employment factors

Turker & Sonmez Selçuk (2009) uncover following important concerns considered by individuals to opt an entrepreneurial journey and makes more active and motivated in entrepreneurial activity.

- Limited employment opportunities
- High rates of unemployment
- Dissatisfaction from job/Displacing Event (Brockhaus, 1980)
- Instability and insecurity (characterizing the labor market and employment discrimination)
- Employment choice

2.5 Policy mechanisms that support Entrepreneurs in their entrepreneurial journey

Government usually is not sure whether to intervene or not, if government decide to intervene, then not aware of best intervention way. Government finds usually two ways, one is not to intervene and let entrepreneurs to deal themselves for success or failure, and second is to intervene and solve their business problems and facilitate them. (Corman et al., 1996). Zaman (2010) states that citizens' responsibility in a state is proportional to his/her capability. A state has more capability than individuals do, so it falls on state to fill the gap left/present to fulfill the society needs and requirements.

It is, primarily, an individual's obligation to perform his/her best utilizing his/her potential. If government realizes this fact, then to utilize potential of every individual, government should initiate such events that ameliorate the potential utilization and brings best out for the benefit of the society and economy. In later stages, if a person with remarkable innovative idea fall short

with finance or any kind of assistance that can be fulfilled by government, then government is liable to fulfil the gap for the betterment of society. Thus, an effort is attempted to learn what researchers has suggested in entrepreneurship area that is as follow:

Corman et al. (1996) has suggested following intervening through regulating public policy for encouraging entrepreneurs, after observing their satisfaction level, behavior, and priorities:

- To provide capital in recession time. However, “innovative idea and willpower to work” can arise in mind of anyone, no matter rich or poor, so capital should be available regardless of the recession or expansion era.
- Tax cut to stimulate economy growth, and increase in interest rate to slow down economy.
- SMEs are also job creators, so policy makers should listen and analyze their needs, especially regarding health insurance and compensation for workers.
- Need to consider crime rate as business activities face difficulties in high crime rate areas.
- Moreover, consistency in public policies for stability is suggested.

Turker & Sonmez Selçuk, (2009) emphasized on education and skills development. EE is expected “to cultivate and develop entrepreneurial mindset and intention among students.” So, both of groups (educators and policy-makers) should take “the design of more effective educational policies” into account, so universities ensure “1) the provision of necessary entrepreneurship knowledge, 2) persuasion of innovative ideas to be entrepreneur and 3) developments of entrepreneurial skills.” Haque, (2007) suggested deregulation of this sector.

All policy mechanisms are originally suggested to influence public to be part entrepreneurial activity with creative and innovative ideas. Thus, a significant change in competitive market may occurs and economy flourishes with great progress and growth.

2.6 Summary

This section provides a brief overview of entire literature review considering two (02) points i.e. key developments in entrepreneurship area and in terms of psychological perspective, and emerging areas that requires further research. Moreover, a subsection of “*Research gap*” is added.

Literature review (LR) starts with entrepreneurial situation in Pakistan since 1947. Shedding some lights on ‘Entrepreneurship’ from credible sources, LR begins properly exploring key developments in entrepreneurship field from the term ‘Entrepreneur’, as it shows the inclusion of different elements/characteristics (showing that role and functions of entrepreneurs increasing steadily which increases expectations from entrepreneurs awarding them place of “major source of constructive initiating change in economic growth”).

Entrepreneur was considered as ‘investor’ from first pioneer, Cantillon; Jean Baptiste Say (second pioneer) said him ‘coordinator manager’ with giving insight of innovation. Moreover, Schumpeter (third pioneer) declared entrepreneur as ‘an innovator’. Then, discussing the views and contribution of followers of pioneers and agreeing with the Baumol’s thought (division of entrepreneurs into two heads), this second chapter concludes accumulating the characteristics of entrepreneurs that researchers considered. The characteristics are not only to define entrepreneur, but depicts entrepreneurs’ role, functions, and position assigned to them by researchers.

Two main contents i.e. ‘innovation-’ and ‘willpower/determination’ are discussed in details. Innovation is discoursed as main task of entrepreneur as still several researchers do not consider it necessary for being entrepreneur. Moreover, ‘willpower entrepreneur’s personal important attribute’ is basic motivation of study. Although, very few studies have considered and incorporated, hence proves its importance in entrepreneurship field.

Encompassing the evolution and development of psychological perspective of entrepreneurship, Personal factors includes, personality traits/psychological factors i.e. locus of control, need for achievement, self-efficacy, less risk aversion, risk tolerance, Luck/perception about luck/fate/opportunity, entrepreneurial alertness and entrepreneurial intention. Other factors, i.e. age and marital status, educational support (Entrepreneurial education and Training), relational support from family and social networking, structural support (capital, market factors, institutional factors, ICT, dissatisfaction/displacement from job and economic and employment factors.

After almost covering all aspects, policy mechanisms are discussed separately to discover elements that a government should considered importantly to expand entrepreneurial culture in an economy. This section includes what others have offered already, which leads to find glimpse of absence of psychological aspects, especially in developing countries.

2.6.1 Research Gap

Many researchers have explored factors and personality traits, but usually literature indicates that only psychological factors or other than psychological factors are considered in different studies. Moreover, in Pakistan, efforts are mostly put to explore the factors of entrepreneurs recognized as manager-owner (not innovator). This research is concerned to explore both, the factors and personality traits, that are behind such innovation and success, play significant role in entrepreneurial journey, lead to do innovation (to work on new idea in order to produce something unique or value creation) and finally, to success. This idea is originally enriched to explore that what contributes major chunk to develop an entrepreneurial tendency among entrepreneurs distinguishing them from others, whether personality traits or other factors, specifically focusing on the factor ‘Willingness/Willpower/Determination’.

CHAPTER THREE

3 METHODOLOGY

The intensity of problem has been mentioned in **INTRODUCTION** and **LITERATURE REVIEW** chapters that helped to justify the existence of problem. It is summed up that opportunity (considered by Praag & Ophem (1995)) may have a role to play in decision-making stage and various mechanisms like calculated risk, entrepreneurial education etc. are introduced, the question still remains: why some persons exhibit more entrepreneurial energy and outcome than the others; as very few individuals chooses to be entrepreneur. This requires unconventional research such as testing new hypotheses, to find what actually influence and differentiates entrepreneur from others (whether psychological characteristics or other factors) to choose entrepreneurial journey.

Methodology chapter, ideally, start from problem statement (Hancock & Algozzine, 2016). Thus, after stating brief problem situation in this section, this chapter explain study design and method, and data collection process to show how research objectives are fulfilled.

3.1 Study Design and Methods

Following Schumpeter's entrepreneurship theory, the purpose of this research is to explore different psychological and other factors that lead entrepreneurs to innovation and success, considering the Pakistani entrepreneurs and their class-fellows. To fulfill the study objectives that require in-depth inquiry, a qualitative case study approach has been chosen, as qualitative approach allows to have "emic/insider's perspective-understanding situation under investigation primarily from participants", to meet the goal and allows to explore "a host of factors". And, understanding

gathered from ‘case study approach’ influence directly policies, strategies, programs and future research (Hancock & Algozzine, 2016).

For the comparative purpose, the term ‘case study’ can be extended to include the study of just two or three cases. Working on two or more cases may add to the complexity of the study and prevent researcher to examine the experiences in details. (Pacho, T., 2015). However, Cases of multiple entrepreneurs are taken into account as multiple case designs are stronger than single case study (Yin, 2003). In each case, one entrepreneur along with his/her four-five class fellows (of last academic qualification and are non-entrepreneur) is interviewed to explore the lives to discover the factors affecting their transition experiences; and to discover how entrepreneur is distinguished from his/her class fellows. This study also, distinctively, explores the role of willpower. Conceptual framework of this study is thus flows as below:

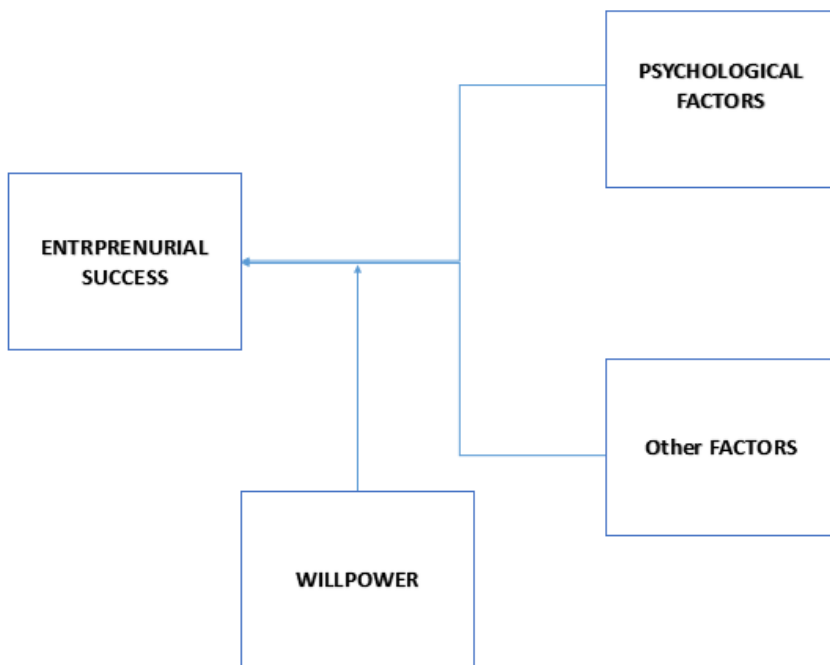


Figure 1. Conceptual Framework

Conceptual framework shows main contribution of the study that is to explore the effect of psychological and other factors emphasizing the role of “Willpower” exclusively. Entrepreneurial success is divided into three (03) components: personal factors, other factors, and ‘willpower’. Personal factors include personal and psychological factors, and non-personal factors include external factors that are other than psychological and personal factors. ‘Willpower’ is also considered as a psychological factor, but it has contingent effect on relationship (between entrepreneurial success and determinants). Thus, it may be chosen as mediating variable. Following relationship is tentatively drawn among variables;

- Entrepreneurial success is recognized as dependent variable.
- Determinants (psychological factors and other factors) are independent variables.
- Willpower is recognized as ‘mediating variable’ with external factor (capital) as it has contingent effect on relationship of capital and entrepreneurial success, it strengthens the relationship. The status of ‘Willpower’ is not before scholarly taken into account. Thus, while taking into account with psychological factors, it is serving as ‘intervening variable’.

3.1.1 Measurement/Assessment of Determinants

For the exploration of factors, most of the studies have collected data through questionnaire, in-depth interviews, or considering one life story. Most of the studies were done mostly from the entrepreneurs, who are not necessary to be innovator and are extended to many years like 10 years, 4 years etc. (Baron, 2000). However, this study particular made an effort to encompass the entrepreneurs who are innovator and their class fellows (of last academic qualification) to discover why entrepreneurs distinguish from their peers (non-entrepreneur) through in-depth interviews. The indicators of interest along with brief explanation and assessment are presented below:

Table 2-Tentative Relationship of Determinants with Entrepreneurial Success

Determinants	Relationship	Measurement/Assessment
Entrepreneurial success	Primary & Dependent Variable	Entrepreneurial success is divided into two heads: i. Innovation (falling into any one of the category offered by Schumpeter) ii. Success (Profit-monthly, annually in rupees; number of employees; satisfaction level; future plans; tax payers)
Psychological Factors	Independent variables	With the help of different statements (regarding their life events/decisions), psychological characteristics are explored.
• Personality traits		
Internal locus of control		
Self-efficacy		
Need for achievement		
Perception about luck		
Less risk averse & Risk tolerance		
Entrepreneurial alertness		
Willpower/determination/willingness		
Factors Other Than Psychological Characteristics		
Age		Number of years
Educational support		This is dropped down into two heads: education and training (number of years-completion)
Family and inheritance		An in-depth interview allows probing to obtain adequate information and very flexible tool providing wide range of application. Thus, while interviewing, an effort is attempted to explore role and influence of these determinants.
Social networking		
Structural Support		
Capital Availability		
Market Factors		
Institutional factors		
Information and Communication Technology (ICT)		

After brief explanation, psychological factors and other factors with their hypothesized relationship are represented below, which are considered by other researchers too.

Table 3-Tentative Relationship of Determinants with Entrepreneurial Success

Determinants	Relationship	Entrepreneurial Success
Success Factors	Directly Proportional	With innovation and success
Psychological Factors		
<ul style="list-style-type: none"> • Personality traits 		
Internal locus of control		
Self-efficacy		
Need for achievement		
Perception about luck		
Less risk averse		
Entrepreneurial alertness		
Risk tolerance		
<ul style="list-style-type: none"> • Willpower/determination/willingness 		
Others Factors	Directly/Inversely Proportional	With innovation and success
<ul style="list-style-type: none"> • Personal Factors 		
Age		
Marital Status	Directly Proportional	
Education support		
Family and inheritance		
Social networking		
<ul style="list-style-type: none"> • Structural Support 		
Capital Availability		
Market Factors		
Institutional factors		
Information and Communication Technology		
<ul style="list-style-type: none"> • Economic and Employment Factors 		
Limited employment opportunities		
High rates of unemployment		
Political instability and insecurity		

3.1.2 Identification of Sample and Sampling technique

Primary respondents ‘entrepreneurs (innovator)’ who fall at least in one of the head of innovative activities offered by Schumpeter (1947) who defined an Entrepreneur as innovator, not a manager, and he offered innovation into five (05) heads:

- 1) the introduction of a new good,
- 2) introduction of a new production technique,
- 3) opening of a new market,
- 4) conquest of a new source of supply of raw material and
- 5) Carrying out new organization of an industry. (as cited in (Filion, 2011))

Comparative group of ‘their class-fellows’ who are non-entrepreneur.

Individuals are considered as entrepreneurs, who fall at least in one of the Schumpeter’s defined category, purposively, to ensure appropriate and specific characteristics of being entrepreneurs, which indicate neither a random sample nor a convenience sample, but ‘purposive sample’. Moreover, Classmates are accessed applying ‘snowball technique’. Using more than one technique seems inevitable, as this study required a subsample (comparative group) (Bryman, 2016)

3.2 Data Collection Process

3.2.1 Formation of Multiple Cases for Data Collection

In this qualitative case study, multiple-cases were formed to collect data from respondents. This was an effort to control the availability of resources and some properties of environment shared in during 2-4 years of last academic qualifications to carry out a ‘comparative analysis’. Thus, it was supposed that individuals of every case have same size of resources and common learning environment to influence their approach towards professional life. Then, it may reveal cognitive

factors played role and ultimately individuals with strong willpower and determination come up with higher level of satisfaction, accepting various responsibilities toward their own families and employees', and aiming very high for their own future life and for betterment of country. Thus, data was collected from respondents, attentively. The participation of all respondents were voluntarily and consent was asked for the interview and recording before scheduling the interview.

3.2.2 Response Rate/Field Experience

All the participants, whether entrepreneur or their class fellows were comfortable with the interview's life course approach, and fully cooperated during the administration of the interview. Some even gave positive feedback about the interview design stating that this life course approach enabled them to think reflectively about his/her own life. Sometimes, the researcher had to reschedule the interview multiple times due to the participants' unavailability as most participants have a busy work-routine; however, once the interview started, it went quite smooth. 10 out of 31¹⁵ interviews were administered face-to-face as the interviewer managed to meet the interview participants in person. However, remaining 21 participants meeting in person was not feasible so an interview was administered online in real time via the call. Almost all interviews were recorded on a digital recorder, and later transcribed.

3.2.3 Data Collection Instrument/Method and Analysis

An in-depth interview allows probing to obtain adequate information and very flexible tool providing wide range of application. There are two main types of in-depth interviews; face-to-face

¹⁵ Total number of interviewees is 31, and seven (07) cases. However, only four (04) cases are selected for the analysis as these cases have complete, full-fledge and unambiguous information for the analysis that may help to present true findings to fulfill the requirement of the study.

interviews, and telephonic. Out of 21 In-depth interviews, five (05) interviews were conducted face to face and sixteen (16) were telephonic interviews. In each case, first, entrepreneur's interview was conducted as he was selected purposively. His/her classmates were approached applying snowball technique. Interview started asking brief introduction and then dropped down into life courses from childhood to professional journey, and ended asking their future aims, realistic plans to achieve and motivation behind them. All interviews were recorded and transcribed to categorize and analyze the information/responses with respondents' consent.

Hancock & Algozzine (2016) offered an inductive approach to utilize efficiently the data collected through in-depth interviews. An inductive, iterative process of reading and rereading the transcriptions was used to produce subcategories for information analysis within the context of two research areas of interest: (a) entrepreneurs' perspectives and roles, (b) entrepreneurs' class-fellows' perspectives and roles. Statements were partitioned into units, grouped in Common category headings, analyzed, and summarized. Common codes were identified and differences between participants noted, using NVivo software.

CHAPTER FOUR

4 DATA ANALYSIS: RESULTS/FINDINGS AND DISCUSSION

First part of this chapter is dedicated to present the findings of the study based on the data collected from the in-depth one-on-one interviews of all the research-participants from four (04) cases where each case consists of a male/female entrepreneur and four to five of his/her non-entrepreneur class fellows from the latest academic program attended together. In each case, a part of analysis of cases is presented taking into account entrepreneur (as a unit-1) and classmates (as a unit-2) to see characteristics that causes entrepreneurs to chalk down their lives particularly distinguishing from their peers'. The final part of the chapter is dedicated to present an overall discussion about the findings in the light of the research questions.

4.1 Findings/Results and Analysis

A detailed life-course approach was devised for the interview through which the findings have been derived, and the themes of the interview were directly related to a particular natural and/or social developmental phase of the participants' life, such as childhood and adulthood, or academic and professional journey. Now, the findings of each case below are organized under the sub-heads, which exactly correspond to the themes used in the interview-guide. Moreover, the following findings are reflective of some psychological trait(s) of the participants along with the incidents and experiences that led to the development of such trait(s), and are also indicative of the non-psychological or external factors that molded their lives and careers. Thereby similarities among the entrepreneurs are traced in terms of the intrinsic and extrinsic aspects of their lives, and

they are compared and contrasted with their non-entrepreneur counterparts with regards to the same. The interview findings have been analyzed at two levels:

1. Within each case, a comparison and contrast is made between the personality traits of the entrepreneur and his/her class fellows while taking into account the external factors that may have affected their lives in general and their professional lives in specific.
2. A similar comparison and contrast has also been extended to the inter-case level, meaning thereby that participants from all the cases have been compared and contrasted with one another in order to trace the presence of any distinguishing traits among entrepreneurs.

Case 1- Entrepreneur#1 Along With His 5 Class Fellows (Non-Entrepreneur)

Case 1 contains the one entrepreneur (Entrepreneur#1) along with his five (05) class fellows who are non-entrepreneur. Entrepreneur#1 is an award winning social entrepreneur chasing a vision of ‘putting a book in every hand’ who founded a technology publishing company which has enabled 7000+ global authors to publish 250+ books in 25 genres and 02 languages where he is disrupting the literary space through content digitization, process automation and community building. He has represented Pakistan in various countries as official delegate for multiple social entrepreneurship programs organized by UNDP where he has won multiple awards for Pakistan and generated funds for his company from different national and international platforms. Unlike him, his classmates are chosen who are giving their services in public or private sector being non-entrepreneur, to see why Entrepreneur#1 showed entrepreneurial tendency unlike to his peers. The table below shows ‘the Basic Profile’:

Case#1, BS Electronics, Age 26-27					
Entrepreneur/Classmates (Assigned Codes)	Gender	Marital Status	Nature of Work	Childhood Residence	Family Background
Entrepreneur#1	Male	Unmarried	Owner & CEO	Urban	Migrated, 4 siblings, Father-govt. job
Classfellow#1A	Male	Unmarried	Govt. Job	Rural	2 siblings, Father-govt. job
Classfellow#1B	Male	Married	Govt. Job	Urban	Migrated, 9 Siblings, Father-Constructor
Classfellow#1C	Male	Unmarried	Private Job	Urban	2 siblings, father-govt. job
Classfellow#1D	Male	Unmarried	Govt. Job	Rural	9 siblings
Classfellow#1E	Male	Unmarried	Private Job	Rural	9 siblings, father- business/shop

Childhood

All participants shared that they had a conventional routine in their childhood, getting up early in the morning for Quran and school, coming back from school at noon, then spending some time in playing at Assar time and studying in evening and sleeping early in the night. Three of them were dwelling in different rural areas (Classfellow#1A, Classfellow#1D and Classfellow#1E), but rest of three participants (Entrepreneur#1, Classfellow#1B and Classfellow#1C) who were dwelling in urban area, shared even common city, named Wah Cantt. Rural based, participants shared that their parents did not influence or interfere in terms of their studies, negatively or highly positively. However, Classfellow#1A shared that his mother used to teach in her childhood, but being the only child of his parents, he spent his childhood in a very restricted, and protected environment, as even did not go to any school/college trip. Classfellow#1B shared that he had really kind of adaptability sense in every good term, whether in religious, social or academic terms, he was well doing everything adopting from his parents and elder brothers. Classfellow#1C shared that he was fond of playing and was used to study just because of his parents strictness (based upon extrinsic motivation only) and Classfellow#1D shared that he had poor schooling initially, but his brother's significant influence observed in his school life. Classfellow#1E shared that his parents never showed any concern towards his studies being part of a business family and kind of a business for that, no study was perceived as required. He used to give some time at evening to his father business in his academic life until intermediate but still he could not develop his interest to join family or establish his own business.

Entrepreneur#1 shared, being from migrated family, not to have much in terms of money, but since childhood, his mother really encouraged him towards creative writing and books reading. He was also engaged in public speaking and other extracurricular activities actively. He got sick in eighth

class in some kind of genetic disease, which took almost 2 years for complete recovery, but this all could not influence his studies and social activities. It shows that how his parents' efforts developed inspiration of intrinsic motivation, while he told to interviewer that his rebellious nature was developed discovering Allama Iqbal and his poetry when he was in Grade 9.

Childhood theme shows that participants had have almost a similar kind of frame to live in their childhood. However, mother's role and efforts of Entrepreneur#1 ultimately resulted in making his child good in extracurricular, based on his high intrinsic motivation through parents' support. However, classmates are found either protected environment that could develop a trait of external locus of control or having no high positive change from their parents influence.

Childhood Dream

Participants shared not to have a one fixed goal except Entrepreneur#1 and Classfellow#1E as both of them shared to have strong passion backed by strong willpower and determination since their childhood that really helped them in persuasiveness of their professional career and showed their insatiable will regarding future aims.

"I really wanted to do something in computer field as computer was very new thing that really fascinated me when I was pretty young. I did not know much at that time, but still I was creating and running a couple of website.... Now, when I look back and realize to be in computer field having technological company makes me contented and more determined." (Entrepreneur#1)

"I was interested since beginning in exploring machines, toys opening etc. [to look what this is and why it is made] and still I am. I always try to understand things and explore them habitually, whether related to me or not. No matter, there is some benefit or not. You always do what you like. I am hardware architecture. This is my passion since beginning and now my profession as well. And, still I want to serve and get recognition in this field. So, there should be my name in people's mind first, whenever they talk about this field." (Classfellow#1E)

However, class fellows shared various concerns regarding having one-defined goal. Some of them also shared to have a dream, but none of them could own them perfectly. Major influence of family was observed to frame their children's mindset to see a particular dream and the ones who did not experience controlling parenting still become prey of societal pressure¹⁶. Nevertheless, they admitted not to think through properly their choices pointing out the concerns towards lack of awareness and career-counseling opportunities, which ultimately lead them to go with flow.

"I didn't have one [defined] goal throughout my life. Well, there was no extensive knowledge or awareness [about career options]; neither had I myself read much on it nor anyone else told me. There should be awareness about professional career options. If we talk about a career-goal, it is usually just a fascination about becoming something based on what we see on the TV etc. There was no [deeper] understanding of this [topic] from the start so that's why there wasn't any one [set] goal." (Classfellow#1C)

"I did not have any fixed rational goal due to lack of proper grooming, I considered just things and professions celebrated by society... I believe parents and teachers are the two major sources of motivation for anyone; and, in my case, the positive influence of both was missing. I did not also receive any career counselling later on thus I didn't have enough exposure to get a goal and live for it. I feel a sense of deprivation [that proper guidance was not available to me due to my background]." (Classfellow#1D)

Childhood dream theme prevails that how participants are influenced by passion, family and societal pressure, lack of awareness and career counseling opportunities to chalk out their lives. Participants (Entrepreneur#1 and Classfellow#1E) whose dreams/goals were backed by passion, they owned them with strong willpower and determination and high level of need for achievement; and ultimately made a way to fulfill them. However, responses of rest of all classmates hints that

¹⁶ Societal pressure is considered as combined pressure (expectations) of things that are around us everyday life such as peer pressure, academic pressure and socioeconomic pressure.

career-counseling opportunities could have helped them to discover their fields of interest and to design their lives accordingly, providing an escape from family and society pressure.

Academic Life

As school education is normatively perceived an integral part of our lives and almost everyone is into get proper education since beginning until their start to a professional journey. Therefore, it is probed entirely through various questions, from their age of starting school to the role of faculty and level of satisfaction with educational setup. Responses revealed their approaches and consequences that have led them on their professional journey and career destination.

Entrepreneur#1 was among toppers in entire school life with high level of interest in studies. Belonging to a teaching family background seems make him habitual to do research before start of the class, developing advance thinking since childhood (always well prepared to sit in class). This habit really proved himself problematic for some teachers in his entire academic life as he used to ask questions in advances. Moreover, it is noted that his mother proved herself a great help for him, she was the one who inculcated skills of creative writing, creative thinking, and public speaking, which were polished later on by his teachers at different stages. He really acknowledged support from his teachers, their motivational speeches, three-day conference right after matriculation, lectures and even a single question about his career plans. Interestingly, when he was asked, “Whom he gives credit to be at such good professional journey?” he replied;

“[.....] the credit goes to Ma’am Munira as well; she was a legendary teacher. She used to give a small motivational talk in the morning assembly. She used to tell us stories of Muslim heroes. She motivated us to do something by saying that there would be no more Salah ud Din Ayubi and Muhammad bin Qasim now unless we take the charge to do something extraordinary. She used to motivate me by saying that she had done her job and it was my turn to do my part. That's

something that really inspired me, drove me ahead in life, and helped me in shaping my life.” (Entrepreneur#1)

On the other hands, most of classmates performed very well in academic life in terms of grade and (some of them in) extracurricular activities as well. However, their parents influenced the time span of their children’s academic life too. Classmates told the interviewer that parents’ supervision had a great role that made them to study well until intermediate. This is why, as they got enrolled in university and did not observe family supervision and strictness as before, their interest and commitment towards studies started diminishing. This hints their lack of proactive approach and absence of willpower and determination in their adulthood phase (4 years of university).

Most of them did not experience the controlling parenting in selection of majors and institutions, but still their choices were greatly influenced by family and societal pressure. Eventually, they preferred to choose society-celebrated profession instead of field of their own interest.

“Our society stamped every child at his/her birth whether he/she will become doctor or engineer. Parents also want their children to opt society-celebrated professions. Only 1-2% of children thinks through of their choices and makes their decisions accordingly. It seems that I should have gone for journalism; however, I did not opt them at that time and chose to go with flow.” (Classfellow#1A)

“There is kind of tradition followed in our society that girls will become doctor and boys will become engineer. This kind of societal pressure really influenced our choices. Moreover, when someone performed very well in his/her studies, family really mold, (or force) them to continue only engineering/medical field, not business studies or any field based upon interest.” (Classfellow#1B)

Classfellow#1D story is somewhat unusual and worthy of being stated with some more details. He received early schooling up to Grade 5 in a rural-school in his home-village where Urdu language was used as the sole medium of instruction and English as a subject was not included in its curriculum in any form until the secondary level. Thereby, he was not even acquainted with the English alphabet when he finished elementary school. And, a turning point in his school-life came

as he moved to the city along with his brother who was residing in the urban area for work. There, he started school from Grade 6, and, all of a sudden, had to adapt to an English-based curriculum, which was quite advanced for him; nevertheless, he got first position in the annual exam of Grade 6 with his brothers and teachers' support and encouragement. He was also ranked second in a merit-based scholarship program where he had to contest against candidates from all across the country. However, he told the interviewer that during his university education, his elder brother moved abroad for work. It was then that he lost supervision and guidance; and falling into peer influence, his commitment level started diminishing. Subsequently, he started losing interest in his studies while also being non-alert to career options to the extent that he ended up doing a job in the education sector even though he wishes he could have a job specific to his field of qualification, namely engineering. He had developed counterfactual thinking as he thinks things would have been different and he could have directed his potential to have a career-path in his desired field if his brother had not moved abroad or had have career-counseling opportunities.

While Classfellow#1E story is also worthy to mention with some more details as he shared his family never had any genuine concern towards his studies, and he was all in all. He used to study selectively as per his interest, got good marks in Biology and mathematics as well and one of his relatives really insisted him to pursue medical field. However, he strongly denied because of his passion for engineering. Moreover, even after intermediate, he got full scholarship in computer sciences from a university, but he never went there despite his family insisted him; later, got scholarship pursuing engineering degree. Although, he, belonging to village, said not to have good communication and presentation skills like other classmates, but he was acknowledged as best lab student in his university and college as well. It is worthy to mention that Classfellow#1E really acknowledged his teacher named Rashid that without him, it would have been impossible for him

to reach at his destination. His academic life shows how his career milestone was inspired by passion and strong willpower and showed high level of self-efficacy and internal locus of control in his decisions.

“I feel that the development of communication skills is missing in our schooling system. In the village, we just focus on course books. However, in the cities, schoolchildren do learn a lot besides bookish knowledge as well. Well, I never put myself in the race of getting high scores. I always followed what I was passionate about, and went for conceptual learning. I was used to spend most of my time in the college and university labs.... I really acknowledge the support of my teacher Sir Rashid. He was the only one who understood me, my passion, and guided me to get admission in a prestigious university so that, today, I'm living my dream-life.” (Classfellow#1E)

It is important to mention that all participants shared to have similar bad experience of university management and faculty, as they were pioneer batch of the department. The major trouble was absence of expert and field relevant teachers. Almost, every respondent of this case have talked about inefficient and ineffective university experience. Only one participant got job in relevant field (based upon DIT¹⁷), even though they (classmates) appeared in job test almost 15-20 times and could not qualify for field relevant job due to a loose grip on subjects. However, as Entrepreneur#1 always ahead of time with advance thinking, raised his voice against faculty and management despite of facing all odds like late degree and absence of cooperation from class.

“A teacher literally ruined our one [whole] semester. He taught nothing of electronical engineering [in the first semester] and came again in the second semester [to teach a course]. I asked the CR to communicate to the administration that we were not willing to study again with that teacher. But, nobody [from the class] cooperated much, I had to take a stand myself, and thus I talked to the teacher directly in front of whole class and told him our concerns for not learning from him anymore. I am used to taking a stand and bluntly say everything. They [i.e., the institute] did issue my degree late but such things don't make me give up

¹⁷ DIT is three years degree program equivalent to Intermediate (12 years education) that contains one additional year for technical and practical knowledge.

on my principles. I won't call something wrong as right. My class would never "rebel" even though all of them wanted to get rid of that teacher. They were charging a hefty fee to teach us; it wasn't for free. My father was earning money with a lot of effort, and was investing in my education so quality-education was my right, and I would definitely raise my voice to get my right.” (Entrepreneur#1)

Classmates admitted that they could not have strong technical knowledge base of their field, acknowledged deficiency from university (in terms of management and faculty); and from themselves (in terms of lacking in commitment and in adopting a proactive approach) and showing external locus of control from their sides at that particular academic stage as well.

“.... [Now], being teacher myself, I realize that blaming only teachers does not make sense. I feel myself deficiency from my side at that time. I would have taken a step like hiring a tutor not to learn and gain more.”(Classfellow#2B)

It is summed up that controlling parenting was observed particularly till intermediate level implicitly and/or explicitly. However, it is important to mention that some class fellows particularly shared that lack of parents' supervision in university leads them to fall in low level of commitment and need for achievement; except Classfellow#1E, who showed his unusual self-efficacy and high internal locus of control in his decisions which are basically corollaries of passion and strong willpower. The turning point of Classfellow#1D life really hints that how he had a great potential and ability to perform extraordinary. However, including him, Classmates remained dependent on others (family/teachers/mentor etc.) to chalk out their lives towards goals and passion, showing lack of goal-oriented approach at their academic stage of life. While, entrepreneur showed greater level of commitment and need for achievement to design his life as per his interest and passion, which was initially backed by parents and how he groomed himself later taking advantage of every single word of his teachers (as motivation to shape his professional life. Showing strong willpower and determination for his future, he started looking and making his own way with high level of internal locus of control and self-efficacy.

General Activities and Hobbies

Entrepreneur#1 shared that he was quite in extracurricular since childhood, because of his family background, and this all really helped him to think differently and to overcome his life challenges. He had reading habit, creative writing, and public speaking since childhood. He participated in debates at almost every academic stage, got third position in all over the Pakistan and earned a name in writing area. Cricket, football, and computer use was also part of his general activities. This theme really hints that Entrepreneur#1 really succeeded to keep his general activities and hobbies besides his studies and later carving his professional life being in the field of his passion.

“Sometime, my peers’ parents used to complain that I used to participate every time instead of their children. However, teachers used to say that she announced any competition one day, next day she finds me with writing full-fledge speech being well prepared to participate; ...then, I had a computer in 8th Grade I used to play strategic games on it and then moved towards website creation and development. All this had played a great role in my life, and really helped me to think in different ways like overcoming life challenges and I was quite fond of leading and still I am.” (Entrepreneur#1)

Class fellows also shared to have their interest in different extracurricular activities, like cricket, singing, debating, gardening etc. Some of them even told the interviewer to have passion to become cricketer in their childhood, but lack of proper guidance or career-counseling opportunities worked and led them to be part of crowd than carving their paths by themselves. Classmates’ response hints that their goals were not self-driven due to high external locus of control, unadventurous and more risk averse tendency of behavior that led them to go with flow.

“We have a tradition of family matches, which held every year between relatives of two cities. Its fun, we make proper arrangements, book grounds, put scoreboards etc. this has developed a passion for cricket in us and our children... I was good player of cricketer in school and college. If someone could guide me, whether family member or any career counseling was done, I would have been a cricketer officially. (Classfellow#1B)

“... I have good voice. I am used to recite Nat and sing very well since my childhood, and people really appreciate and ask to share on social media. However, I do not dare to share through social media. Being public servant, I don't think it suits me or its convenient for me.” (Classfellow#1A)

Professional Journey

As earlier mentioned, the bad university experience of case 1, only the Entrepreneur#1 noticed the things timely and took his decision. He was quite engaged in different activities since childhood along with his proactive approach that helped him to design his professional life. Once, he realized that the prevailing situation in university would not help any more to shape his professional life, despite the fact he took stand and raised voice for his and classmates rights (as mentioned in [Academic Life](#)), he started exploring opportunities outside the university-world.

“.... After realizing the university capacity that can help to shape a professional life and serving different university societies for one whole year passionately, I stepped out and joined youth platform etc. I am quite fond of extracurricular activities since childhood, thus, when I came towards university; I got bigger platforms to work on. From inspiration of such youth platforms, I started work on my own idea. After attending conferences, events and interacting with number of people, I started realizing the world of opportunities that is available out there, after that, when I had manuscript of one novel and could not find any publisher, I thought, why not I start my own company and publishing. I launched my own idea. Being risk-taker, I started investing my entire experience and exposure [earned by myself] of my whole life, in my own company.” (Entrepreneur#1)

Two participants (Entrepreneur#1 and Classfellow#1B) told that their ancestors had migrated to Pakistan from India therefore the family ancestors had to establish themselves from the scratch; and, for this very reason, they did not possess any property through family inheritance. However, the Entrepreneur#1, managed to raise the capital necessary for starting his own business setup. He never made the lack of ready-to-use capital as an excuse for not taking the entrepreneurial path even though he also received very strong criticism from family for choosing that career-path.

Entrepreneur#1 also believed to tap opportunities like Plan9ⁱⁱⁱ timely (participating in Plan9 3rd year of university) and utilized various opportunities from national and international platforms. He believes that there are many opportunities nationally and internationally, if someone is really looking for it, he or she can get it. He accumulated funds for his company from winning different competitions, but also doing jobs in different private institutions. He never went for any government job because of his perception of its stagnancy, lacking in learning opportunities and following almost same routine in entire professional journey. Despite the fact that his parents never supported his decision and always insisted him to be on stable and riskless path. Insatiable will along with strong self-efficacy, internal locus of control has developed strong willpower and determination to stand among others.

“I am working in a literature-related industry, and I always get to hear such things from the people around that why I am "wasting" my time in all this, and that I should be doing something in my field of professional qualification [engineering]. Now, my organization is five years old, and I still get to hear such criticism so I guess it just goes on. Well, lack of social acceptance is there. Moreover, there is some instability involved as, in case of an enterprise; you don't know what tomorrow holds [for you]. While you are doing a regular job, you receive a fixed amount of salary every month; However, I have seen my parents [serving in public sector], following whole life same routine 9-5 job timings, working on same registers. However, I always want things to be done my way, no matter what it takes. So, I am really happy with my setup being in risk-taking mode. I experience great liberty through owning my own enterprise. I am also a bit stubborn by nature. I know that sounds negative but there is something positive to it; had I not been this way, I would have given up on this enterprise in its first year and it would not have reached this stage.” (Entrepreneur#1)

However, class fellows shared to have different approach towards their professional journey. As government sector provides financial stability, they tried to get a job in public sector and some of them made into public sector, but only one of them could get a government job in a field of professional qualification. Pointing out the loose grip of technical knowledge and institutional

issues, classmates shared also to have lack of goal-oriented approach, which is backed by external locus of control and lack of commitment towards shaping professional life.

“Basically, the main problem is of efforts. I have learnt in last 5-6 years that our youths blamed institutions and test service etc. with missing [the element of] efforts from their own side. I had a potential and capability to do much better, but [so far] could not. I believe, efforts are needed to put first. Corruption, use of unfair means (Sifarish) and bribery is also part of our economy. However, the one who work hard and put his efforts, eventually get fruits. The deficiency in this regard was from my side and usually most of the people have.” (Classfellow#1C)

Moreover, the responses-received from the classmates (except Classfellow#1E) showed that even though their career-milestone were inspired by extrinsic motivation and they went with flow, they performed very well being at their particular place in professional journey. However, remaining within their own frame showed unadventurous and low level of self-efficacy tendency to go out of the way to chalk out their lives as per their own interest and intellectual fulfillment. Their responses regarding future aims hints their more risk averse behavior and need for stability.

“I am quite stable in my professional journey being part of public sector. However, my career-milestone is not inspired by intrinsic motivation.... And [still] I do not have any intention to switch my job or to go out of the way. It’s actually like being on a road for quite long time that makes impossible for you to go out of the way. Usually, we have fear of failure [whether will be successful or not] that confines us to stay in our comfort zone.” (Classfellow#1A)

However, in the case of Classfellow#1E, he availed a job in telecom sector, but it never interested him. Therefore, he switched his job, being passionate and less risk averse even at very less salary (10K) than before (30K); and attained good position in top management within very short time.

“...I am not afraid of losing job. I have belief in my abilities, and everyone should have. And, I think, If you’re not doing what you love, you should not do that as you’re not supposed to be there and you should not be there... you never get tired if your profession is as per your passion and interest. I have experienced this being part of telecom sector. It was very tough for me to spend time there, I got

bore usually. And, now I even don't realize and time flies swiftly and efficiently.”
(Classfellow#1E)

Findings shows that both (Entrepreneur#1 and Classfellow#1E) of them have passion of different fields, however, both are found enriched with common characteristic i.e. willpower and passion, that ultimately succeeded them to have high level of satisfaction than their peers. Both showed the commitment, and risk-taking tendency for their professional journey hints that their career milestone are inspired by high level of intrinsic motivation; that lead them to chalk out his life going out of the way showing his insatiable will for future aims.

“I am happy in empowering people, helping them and building their career. Saad Hamid, our community leader here, he used to say one thing, ‘at least do one thing in life, if it is not for you, you should not have been in this world.’ I really want to do that one thing at least, and for me that is ‘Daastan’, that if I had been not here, it would not have happened. And, this requires efforts and passion. And I am willing and determined to make all that efforts.” (Entrepreneur#1)

Professional life is a stage that carries the baggage of decisions and efforts made in previous stages of life. Every participant has remarkable potential to perform extraordinary. Nevertheless, huge difference is observed in their professional destination, satisfaction level and future aims. Participants' efforts, factors that influence them and their psychological traits that ultimately paved ways towards their professional journey. Entrepreneur#1 is found with high level of satisfaction and aims regarding their future professional journey, it seems result of his parents' role who inculcated creative writing skills and later his intrinsic motivations developed through getting inspirations from teachers' talk and attending different events and participating at various platforms. All this enriched him with high need for achievement and entrepreneurial alertness towards opportunities, which enhanced his willpower and determination not to give up. Classfellow#1E also had showed unusual high level of satisfaction and need for achievement unlike his peers based upon his innate willpower and passion. However, classmates had not faced

hurdles like entrepreneurs as per received-responses, but had have an edge (in terms of inheritance, family support etc.). However, based on extrinsic motivation and more risk-averse tendency, they seemed to have developed counterfactual thinking that ropes them to stay in their comfort zone.

Analysis – Distinguishing Characteristics of Entrepreneur from Their Peers

In this section, the analysis is presented taking into account entrepreneur (as a unit-1) and classmates (as a unit-2) to see the factors that causes entrepreneurs to chalk down their lives distinguishing themselves from others.

Case 1 shows that during childhood period, entrepreneur's parents played a role in inculcating the skills of creative writing and public speaking. With strong willpower, he remained always ahead of time, as since his academic life, he was quite determined and passionate to design his professional life. Realizing the things timely in university, he started exploring and exploiting the opportunities showing his entrepreneurial alertness and became part of Plan9. He had a compiled manuscript when he was in university, but he could not find any publisher. Being less risk averse and with high internal locus of control, he launched his own and created a technological publishing company, which is five-year-old now empowering people and helping them to build their career in this particular domain with high aims based upon intrinsic motivation. However, unit-2 (his peers) showed a high locus of external control as their most of the decisions are backed by the others (family and peers) influence, which is originally fostered by parents' impact implicitly or explicitly since childhood. However, in academic and professional life, even being with advantage to have inheritance etc., they showed their more risk averse behavior to go out of the comfort zone and to face uncertainties, which lead them to be with aims, which are not self-driven.

Case 2 – Entrepreneur#2 Along With His Four (04) Class Fellows

Case 2 includes the Entrepreneur#2 along with his four (04) class fellows who are non-entrepreneur. Entrepreneur#2 is currently serving as a director of two different companies. He is also founder and co-founder of two social enterprise. He has also worked and presented different models for various prestigious organization of Pakistan. He is working to bridge between local startups and international investors; building entrepreneurial ecosystem in Pakistan to help entrepreneurs; and working as Pakistan ambassador in different international organizations. However, his classmates, interviewed by researcher, are serving in private sector.

The table below shows “the Basic Profile” of every participant of the case 2:

Case#2, BBA (IT), (2006-2010), Age 31-33					
Entrepreneur/classmates (Assigned Codes)	Gender	Marital Status	Work	Childhood Residence	Family Background
Entrepreneur#2	Male	Married	Founder & Director	Urban	Father- DSP
Classfellow#2A	Male	Married	Private Job	Urban	8 siblings (status-eldest, & 6 Sisters)
Classfellow#2B	Male	Unmarried	Private Job	Rural	8 Siblings (Status-last 3rd) , Father-govt. job
Classfellow#2C	Male	Married	Private Job	Urban	3 siblings (2 Sisters), Parents-Govt. Job
Classfellow#2D	Male	Married	Private Job	Urban	5 siblings (4 Sisters)

Childhood

Entrepreneur#2 recalled his childhood as very nice time. He had a conventional childhood of military background. However, he told the interviewer that his father was very particular about in discipline in life due to his occupation as a police officer, and had a strong hold on his children. Therefore, Entrepreneur# could initially feel his influence in all his major life-decisions, from selecting majors at high school, to choosing a career-path.

“It was not struggling childhood, but very lovely time of my life; we had all the facilities and things, which we wanted. I really loved to visit and explore every place where my father was posted; enjoyed special army protocol and culture; and learnt a lot...And, yes, my father was in police, so his doughtiness, and reverence and still it is.” (Entrepreneur#2)

Even though, all classmates came from different background and areas, but all of them shared a strong tendency of adoptability in their behavior. Although, Classfellow#2B and Classfellow#2C had military background, but none from all classmates experienced controlling parenting.

“In childhood, school [in morning] and after coming back from school, I used to do my homework, seeing my elder siblings, it made contented our parents for our studies and we get more time to play cricket.” (Classfellow#2B)

“... I have school in the morning and then play all the rest of time. ‘I have to study.’ No, I was not familiar to this and never studied home ever; moreover, my family did not show any concern towards my studying like saying/commanding to study and/or perform well in education.” (Classfellow#2D)

Childhood theme shows that all respondents have good memories of their childhood. However, Entrepreneur#2 response hints how his father’s strong hold influenced his life. Even though, Classfellow#2B also expressed his thought as Entrepreneur#2 that his father always has had great values for rule and principles, but always had friendly behavior. However, he himself was influenced by his father’s unfulfilled career goals. (Reflected in [Professional Journey](#))

Childhood Dream & Later Aims

Most of the participants have had military background. Thus, every respondent told their dream to be part of army, except Classfellow#2D, and applied too, but could not qualify. As per recruitment policy, every participant had three (03) chances to apply for joining army, but no one availed those chances.

Classfellow#2A said that when he was not able to get recruited in the armed forces at his first attempt, it left him somewhat demotivated and distracted. He thinks that failure at the onset of his professional career, or career selection to be more precise, gave him a setback; and according to him, since then, he has not been able to maintain a well-directed approach. While, others shared that it was not one-fixed-goal of their lives at that time and for later aims, they showed high external locus of control as their decisions were strongly influenced by others.

“Since Childhood, it was to join army as having military background. When, time came, I applied, however could not qualify. With the passage of time, my mind was distracted from joining the army and I resumed my studies.... Later, I wanted to be entrepreneur to do something innovatively, but, parents usually don’t allow choosing risky-path and I also had limited finance. Thus, I could not.”
(Classfellow#2B)

However, Entrepreneur#2 told the interview that he was not sure where to go or how to move forward; and he was not able to define his priorities due to absence of career counseling and professional grooming at that point.

“As most of my family members are in the armed forces, I was also inclined to join army. [However,] I failed [the recruitment test] once, and didn’t apply for the second attempt. I was not focused; I was little distractive; I could not define my priority. I had multiple thoughts and was engaged in many activities.”
(Entrepreneur#2)

Classfellow#2D who mentioned to have only two choices, (i.e. doctor or engineering) just as these were society celebrated profession. While, going for intermediate, he got fascination for computer science and later, this too changed into business studies. His response showed no self-driven approach, but went with flow as per available information; as he himself confirmed that in his case, things eventually happened at its own; he never tried or did any hard work; but it was high serendipity at every stage of life.

This theme shows that respondents did not have clear vision of their goals; however, Entrepreneur#2 hints that he was trying to chalk down his life and to adopt ‘a self-driven goal approach.’ As **Childhood** and **Academic Life**, themes reflect that strong hold of his father over his choices has a role to suppress his abilities to have clear vision for his future, putting him into locus of external control at that time.

Academic Life

Entrepreneur#2 told the interview that there were many U-turns in his academic life. Although, he had good school experience, but college experience was even much better as principle was used to arrange an additional class monthly from head of department for them. But, as for the concern to subject selection, his father had very strong hold on him; and due to his hold, he went for the pre-medical group at intermediate level against his own choice to comply to his father's choice; as he thought even if he failed, he would not owe his father a big explanation as he could safe himself by giving the plain excuse that he had just done what his father told him to. This is indicative of low locus of internal control resulting from a somewhat controlling parenting style. However, unlike his classmates, he later developed a very strong sense of determination and willpower, thus

got into university in a faculty of his own choice, and later pursued the entrepreneurial path despite strong disapproval of his father and extended family, as clearly reflected from his response:

“That was only mistake [getting into pressure and choosing medical field on father’s will] I made. I am optimistic person. I would say that Allah has given me a lesson in that way. It was small mistake and small thing to teach me life-lesson. Maybe It has changed my journey, but I learnt ‘never go into the pressure’. I focused on my own interest to get a name in that specific interest area. You should always think what you do like, what is more interested; it’s never about scope, but always about you, yourself. Even if there is scope of one person to go into that field, you should be that person. Scope is for those people, who think themselves as average person and just want to get fit somewhere.” (Entrepreneur#2)

Classmates shared that they could not make their choices with proper thinking-through. However, usually their choices depended based on profession celebrated in society and went with flow. Classfellow#2A told the interviewer that he could not pursue engineering degree due to financial crisis and he also could not join armed forces. It seems that losing two opportunities (joining for armed forces and admission for the engineering) made him to surrender to the circumstances as he opted business degree just to move on. However, this hints ‘lack of tolerance for loss’ tendency, which is an indispensable entrepreneurial trait.

Classfellow#2C and Classfellow#2D, both, shared that they had no interest in studies. Both acknowledged that they had good potential, always reminded and encouraged by teachers to study hard to get at toppers level, but they both did not as their academic efforts were backed by extrinsic motivation as Classfellow#2C was used to study because of parents’ strictness, while Classfellow#2D because of teachers’ strictness.

One of the important concern pointed out Entrepreneur#2 and majority of the participants for the development of intrinsic motivation to utilize the individuals’ potential fully was regarding to career counselling. One of the participants shared that how their academic remained evolving from

one field to another (from biology to Computer Sciences and then BBA-IT, and finally MS Finance to specify the area of Finance, instead of IT).

“Career counselling should be in every single school and college. So, you may learn what you want to do ahead whether you want to become an entrepreneur or go to some other field. We don’t even know what fields are there to choose from; we get to know only after graduation. That’s the biggest problem of our culture.”
(Entrepreneur#2)

General Activities and Hobbies

Like every other case, participants shared same general activities since childhood. From getting up early in the morning, going Masjid for Quran, breakfast and cartoon before leaving for school were almost commonly shared by all participants. However, later day routine was different of Classfellow#2B as he mentioned to do homework and helping cousins with their studies and was closely connected with his family. This habit was developed because of his elder siblings that enriched him with interest for studies and for being helping hands to others.

For the responses regarding hobbies, participants shared a few main hobbies since childhood, i.e. cricket and video games. However, the response of Entrepreneur#2 distinguished him from his classmates that how he always tries to drive value (in shape of creative and innovative ideas resulting from his activities of leisure time) and implement them on his enterprise.

“We used to buy every new [computer/video] game that came in the market. You know about the term 'gamification'__ gamifying your experience? Well, gamification is something [whose concept comes from these video games and] that can be applied to any business startup; it's quite something which every good businessman should be applying to their business. [In fact,] I have studied books on gamification like 'Business Gamification for Dummies'.... And, American Airlines have used the gamification technique to get their passengers addicted to travelling around through a system of rewards and incentives. I believe even very small habits just like playing games that is sometimes seen as a waste of time can

contribute to your understanding of something. Moreover, many people who chose the field of 3D designing were actually into playing games and their experience with the characters in the game brought them to this field. However, in my case, playing games helped me adopt the concept of gamification. So, even playing a game is productive if we make it productive. And, this is what actually counts in the life of an entrepreneur__ entrepreneurs derive value out of something about which nobody else could think [that way].” (Entrepreneur#3)

Professional Journey

This case has got unusual significance as participants has done BBA (IT)-Bachelor in Business Administration (Information Technology). Nevertheless, it is revealed that none of them started this degree to start a business; and, even after having degree still participants’ primary goal was to haunt a job. Moreover, relatively to other cases, this theme (professional journey) is where actually comes life-changing moment of entrepreneur’s life. Participants shared different scenario, struggle, and achievements of their professional journey of almost ten (10) years. However, it is worthy to note that, except Entrepreneur#2, everyone did not show any adventurous tendency, but just kept going with flow (their job haunt, struggle, easiness, resign, and/or switching job).

Entrepreneur#2, despite having all easy ways to start a good job to start his professional journey after completing his 16 years education, chosen to be entrepreneur, showing his strong willpower and determination at start of his professional journey. He mentioned that if he could have got support from his family, then their favor might have played role to speed up things and save time, but he could not get support from his family. However, based on learning from his experiences (in academic areas) which happened being under his father’s pressure, he never let anything to change his decision. Moreover, he told the interviewer that how Steve Job’s last speech “Connecting the dots” helped him to come out from his scattered thoughts of exploring and finding way for himself and ultimately lead him to start his own enterprise and make him to sustain despite of all hardships.

“I had some career opportunities at hand as my father had connections, and could recommend me for good jobs at banks etc. [When it was the time for me to find my first job,] I was directly sitting before the bank manager, and I was given a job offer; they [even] said that, within no time after my joining, I will become the bank manager. However, the entrepreneurial temperament is right there in my DNA. And, thus, I asked them, "What is the sales target?" The reply I got was, "per person, target is millions". Then, I asked, "What's the amount I will get as remuneration?" 16 thousand was the reply. I thought to myself that here I would only get 16 thousand for producing millions for them so it's better if I just make money for myself, even it's just a five hundred. Well, I always had this kind of thinking. There were some blur dots but I couldn't exactly connect them; I didn't really know where to take a start from. However, there is always something in your life that changes your entire life. For me that thing__ that life-changing experience__ was Steve Jobs' last speech. I listened to it, and it was connecting those dots for me. It was fascinating. It was as if someone had given a voice to my thoughts, or as someone was exactly saying what I needed to hear. He shared his life experiences. He used the metaphor of the dots of life, and told how when he applied at the Apple Inc., he knew there were some dots which needed to be connected; things were vague then but later all dots got connected and everything fell in place in relation to his company. So that was actually fascinating for me as I got more motivated to start and run my own company, and to invest efforts for myself. That speech has great significance in my life.” (Entrepreneur#2)

Entrepreneur#2 told the interviewer that how he started from the scratch; where every step was needed to back by self-learning, self-reliance, and strong self-efficacy. He really needed a guide, but with little guidance of his friend who was running his own company, soon he initiated his own first enterprise along with his best friend (who is his cousin too). Initially, things really messed up, but with risk tolerance, patience, and based on **Academic Life** experience, he did not feel pressurized when things went wrong; and was never reluctant when it comes to discussion point with client and convincing them, along with creativity and innovative ideas. All this (his commitment, efforts and such traits) contributed as success factors in his entrepreneurial journey.

Classfellow#2A and Classfellow#2B shared friendly behavior and more attachment with their fathers than other respondents did. Their response hints that their career milestone somehow was

influenced by their fathers' unfulfilled dream. As in **Childhood Dream & Later Aims**, it reflects that Classfellow#2B himself wanted to join army or be an entrepreneur, his professional journey shows his high external locus of control along with lack of self-driven goal.

"... My father always said to have a good job. You know, parents want their children to fulfill their unfulfilled dream. He wanted us [siblings] to join public sector where he left or to do CSS or PhD. I have started job right after my bachelor, and I also did CSS preparation. However, I could not appear in exam being busy in job. However, I will do PhD."(Classfellow#2B)

However, classmates started their professional journey right after their degrees. They acknowledged the unusual support from the peers, family and professionals at their workplace to get and sustain their jobs, however, their responses hints tendency of their unadventurous, more risk averse and external locus of control behavior. None of them quitted their job until they got better opportunities in terms of finance and stability, seeing their various unemployed classmates (other than interviewed), limited employment opportunities and their professional life experiences. They also acknowledge that job-salary is sufficient just to meet day-to-day expenses, being more risk averse and low level of self-efficacy, they did not go out of the way in their professional life.

"Leaving my first job due to workload and timing issues and then remaining unemployed for seven months was most difficult time of my life. I never quitted job after that until I receive appointment letter from another place. That experience has developed a habit to compromise, but I am contented with it due to stability and free from stress to face uncertainty." (Classfellow#2A)

"I started my job in banking sector; even though I really wanted to make my career in IT sector. Well, It was hectic due to workload, workplace politics and medium level of salary. However, I at least had a job, which my peers did not have... Later, I got another opportunity; I discussed with family and joined the institutions. Here, we had a kind of family environment, but along with various flaws and issues that I can't tolerate. I wanted to switch this job and currently looking for various jobs in public and private sector." (Classfellow#2C)

Entrepreneurship, Finance/Capital and Future Aims

Participants of this case (holding a business studies degree), particularly, were asked about the entrepreneurship and were probed with its various elements. In this regard, Classfellow#2A and Classfellow#2B have had family business as well; however, both shared their job-oriented goals.

It is found that Classfellow#2B and Classfellow#2C have conditioned the entrepreneurship with capital; despite they really wanted to start their own business. However, their responses revealed their high external locus of control and low level of self-efficacy, as they are reluctant to take any initiative at their own self, based on various concerns to parents, and socioeconomic factors.

“.... Only elite class children should get a business degree to start an entrepreneurial journey after the degree, with easiness as they have handsome amount of finance/capital to invest. I may start now if I have finance.... Being part of middle class, we should actually hold a diploma to learn some skills to perform well at job place.” (Classfellow#2C)

It is worthy to mention that Classfellow#2D (unlike other 3 respondents) started his first job with the plan that it would be his first and last job. It is been ten year of his doing job and he has accumulated an handsome amount of capital since 4-5 years to start his own business, as dependency over others being on job and finding salary insufficient to enjoy life and to be helping hands for needy person. However, still he could not execute his plan, despite having finance, experience, and exposure. One main reason is that he wanted to start business, imitating to company in which he is currently working. His moral concerns in terms of being loyal to his employer is also posing some hindrance in the way of being independent and becoming his own boss as he thinks if he ever owns an enterprise it should be in affiliation to the company for which he is currently working as he owe them all beneficial experiences he has gained so far in the entrepreneurial dimension. However, he said that also economic condition of country did not seem him in favor to start a business; due to laziness, he could not go for taking risk. This

procrastinations hint that he might not be ready to take the risk that is inevitable in an entrepreneurial journey. In fact, he seems to have trouble leaving his comfort zone and is settled with developing counterfactual thinking. This can be interpreted as a need for stability and a tendency of risk-avoidance.

However, no one from Entrepreneur#2' family was entrepreneur (or businessperson) and still (learning from his mistake – studying subjects of father's choice) went to explore and make his own journey, despite of disfavor from family. While, concern to capital, he did not make excuse of lack of capital and lack of support from family and government to start his entrepreneurial journey, but said that *“Startups cannot be run without money, there is need of money to run a business’ is quite old concept now.”* as there are many options and opportunities through which person can generate funds by himself or by support of government and different institutions. He acknowledged significance of government's steps and support that how little initiative from government can help a country to get recognition at international level in short time and speed up things of individuals initiatives.

“Government has taken steps towards entrepreneurship area; before this, credit of startups goes to, wholly and solely, individuals (youth) who started their business before government initiatives and without government support. Before [government initiatives] every [determined] individual was doing at his own and was doing even better.... However, recognition in entrepreneurial echo system from all over the world was earned when government took significant steps and built NIC (National Incubation Centre) and Plan9 etc. (Entrepreneur#2)

Professional journey is the stage where Entrepreneur#2 stands among his classmates based upon his adventurous tendency, showing strong willpower and determination, and making a way out from the controlling parenting circle. However, his classmates (particularly revealing through giving insights from Classfellow#2B life) showed that he remained in the influence of his father

showing external locus of control. While, responses-received from other classmates also revealed that they did not have self-driven goal approach because of external locus of control and risk-avoidance behavior. However, career milestone of Entrepreneur#2 was inspired by intrinsic motivation, revealing high level of internal locus of control and self-efficacy.

Analysis – Distinguishing Characteristics of Entrepreneur from Their Peers

Case 2 shows that strong hold of father has a role to suppress Entrepreneur#2's willpower, determination and adventurous tendency of behavior, based upon which he showed low level of internal locus of control in his childhood as his decisions was significantly influenced by family pressure till intermediate level of academics. However, learning from that experience, despite having opportunities to start his professional journey with easiness, he went out of the way, started work for own self based upon his intrinsic motivation showing a risk averse and risk tolerance behavior throughout his professional life. While, on the other side, unit-2 showed unadventurous, and risk-avoidance tendency since childhood that played a significant role to develop a lack of self-driven goal approach. They revealed low level of willpower and self-efficacy, developing counterfactual thinking showing concerns towards capital, and socioeconomic factors' influence to take an initiative.

Case 3 – Entrepreneur#3 Along With His Four (04) Class Fellows (Non-Entrepreneur)

Case 3 contains the Entrepreneur#3 along with his four (04) class fellows who are non-entrepreneur. Entrepreneur#3 is working as a CEO since 6 years; working on design app as well; and providing consultancy services as a consultant and director voluntarily to various new startups to accelerate the entrepreneurial sector in Pakistan. He is also serving as a trainer in PITB where more than 500 students are graduated. Interestingly, his classmates interviewed by researchers are part of his company and started their professional journey being part of his enterprise.

The table below shows “the Basic Profile” of respondents of case 3:

Case#3, BS Software Engineering, (2014-2017), Age 24-27					
Entrepreneur/classmates (Assigned Codes)	Gender	Marital Status	Work	Childhood Residence	Family Background
Entrepreneur#3	Male	Unmarried	CEO & Owner	Urban	2 siblings, Father-govt. job
Classfellow#3A	Male	Unmarried	Private Job	Urban	6 siblings, Father-govt. job
Classfellow#3B	Male	Unmarried	Private Job	Urban	4 Siblings, Father- govt. job
Classfellow#3C	Male	Unmarried	Private Job	Urban	3 siblings
Classfellow#3D	Male	Unmarried	Private Job	Urban	4 siblings

Childhood

In this case, too, respondents shared to have had conventional childhood activities, such as playing, studying, sleeping etc. Two participants (Entrepreneur#3 and Classfellow#3A) told how they had a disciplined lifestyle since childhood as their fathers were serving in the national air force. They were used to reside and explore all the places where their fathers were posted. Moreover, both also talked about how their financial means were somewhat limited throughout their childhood (based on their fathers' respective rank in air force). However, it is interesting to note that one of these respondents was an entrepreneur while the other was his non-entrepreneur class fellow.

Classfellow#3A, Classfellow#3B, and Classfellow#3C were found of playing in their childhood, but with the passage of time, their habits of playing changed. Classfellow#3B, shows his risk avoidance, cautious and unadventurous tendency of behavior since childhood, telling the interviewer one life-incident that how he once lost his way to house while catching the kite and he never went ever again for kite. However, Classfellow#3D shared to have reserved and cautious behavior and limited social circle since childhood and regarded only his parents as best friend.

However, it is interesting to mention that as Entrepreneur#3 and Classfellow#3A are best friends since childhood, so Classfellow#3C and Classfellow#3B are. They really acknowledged role and influence of their best friends in their lives.

Major/Life-Changing incident

In this study, most of the respondents shared how major incident of life influenced their lives as one drastic change of Classfellow#1D is presented in Case 1- Entrepreneur#1 Along With His 5 Class Fellows (Non-Entrepreneur). Although, drastic change brought many opportunities and

unfolded his potential and capability. However, still because of lack of commitment, proactive approach, and absence of willpower led him towards lower level of satisfaction for professional life. However, in this case, Entrepreneur#3 among all his class fellows stands out from the rest as it showing his high level of willpower and internal locus of control in his life decisions.

Entrepreneur#3 shared how everything in life changes abruptly and put him and his family into dark time of their lives. His father, the only breadwinner of his family, got paralyzed when he was a student of Grade 6; he never an idea what to do or feel, whether to cry or laugh. Frequent visit to hospitals and noticing doctors that how much people are dependent on them, created a dream to be doctor. However, since then, he had a dream with strong determination to do something in life to take over the responsibility and work for the family's betterment even though his father's income was never high even before the mishap of the paralysis. He believed that this incident turned him to be with proactive approach, as situation did not remain like many others to enjoy academic life and go for a job after degree.

Parents' role is also perceived to keep their children focused and motivated till intermediate level, some classmates pointed out various concerns. Entrepreneur#3 told about his father's strong influence, how he was good enough for him, making him familiar to life challenges, strengthening him despite all odds, chalking out the frame to live a life within limited financial resources and 'believing in him, supporting him' despite the discouragement from relatives. He shared another influential instance, led to start his struggle from his teenage life.

"I asked my father for a cycle as I used to go to an academy in winters and the academy was quite far from my house. My father took a piece of paper and wrote down his total income (pension plus salary received from another job after retirement); it was almost fifteen thousand rupees (Rs. 15,000). Then, he went on writing down all our expenses under it like the electricity bill, the grocery bill etc., [and he showed that after subtracting the expenses from the income], the

remainder was just a hundred rupees. Then, he told me that it was with these hundred rupees that he used to have tea sometimes, and this amount was left with him on the days when he used to skip tea. He didn't just deny buying me a cycle but showed me why he couldn't buy it. Since that day, I never asked him again for anything. [Rather,] I became determined to become someone someday." (Entrepreneur#3)

Interestingly, he somehow managed to get into university, despite the disfavor and discouragement from his relatives. And, he received a scholarship during the first semesters while just by the time when he reached his third semester at university, he became financially self-sufficient to the extent that he himself decided to forgo the scholarship grant for any other deserving student.

Childhood Dream

Entrepreneur#3 told the interviewer that he was fascinated with the profession of doctor since childhood as he looked up to the doctors majorly for the service they provide to their community, and wanted to become one himself with the urge of doing something for the people. However, later on in life, he did not choose the career-path of medicine for practical reasons; however, he said his pursuit of entrepreneurial career has the same underline motive of helping out and serving his community in some way.

Class fellows shared that they were just fascinated by the professions that are celebrated in the society and seen as dream-professions by parents for their children regardless of the child's aptitude, such as doctor, engineer, pilot, and the like. Classfellow#3A said all he was fascinated with at that tender age was just the idea of getting a big house, a big car, and making a lot of money for their parents. However, he, being with Entrepreneur#3, started to think of a future goal after matriculation. At that point, they became more aware of the available resources as they started to consider different factors, such as their family's financial status, their own position among siblings

and thus their responsibility towards the family, family's breadwinner's remaining time of service, or amount of pension, and their own academic abilities and scores.

Classfellow#3B wanted to be Pilot and even applied as well, but could not make it first time. He regretfully told not to avail second attempts as he was enrolled in bachelor. This incident shows (again) lacking proactive and adventurous approach that might be meant missing better opportunities and high intrinsic motivation. However, Classfellow#3C wanted to pursue acting and Classfellow#3D wanted to be cricketer, which in later phases blurred out from their minds and they went with flow, having locus of external control. However, real dreams were not there until they grew up to the level of intermediate.

Academic Life

Entrepreneur#3 and his Classfellow#3A, both studied in school air force based and almost in same institutions from Grade 9. When they grown-up, selected institutions (both college and university) based on available financial resources as their fathers were retired after their matriculation and had have pension and very low amount of salary from private job. Some relatives really tried to influence their parents to let them get enrolled for Diploma to learn some skills and earn some money. However, both of the participants made it to intermediate and university with their specifically cooperation and support of father. It is important to mention that Classfellow#3A was confident about his university and subject selection because of Entrepreneur#3, and he also mentioned that how he could have gone for diploma if his father had denied. It shows external locus of control that how decision of Classfellow#3A is backed up by family and friend.

Regarding the selection of majors at a level as early as middle school (Grade 8), only Entrepreneur#3 among all participants, who fully took charge of the things himself and chose

computer science instead of biology as his own informed choice. Since he realized that even though he had some great fascination to be a doctor but that was not feasible for many reasons. He did not only choose a major mindfully in Grade 8 but at that early stage, also had a well-defined tangible goal before him to be a software-engineer, which he fully accomplished. The following is an extract quoted verbatim from his interview that illustrates his determination, and the timely planning based on high internal locus of control:

“I wanted to become a doctor, however, in class 8, when I had to select my majors, I reconsidered my aim at the right time as I saw that it was not feasible due to our financial constraints, and I couldn't meet the tough study requirements either as I was an average student. Then, one day I went to the barber shop and I saw the term ‘Software Engineering’ [written there somewhere on a poster]. Since that day, I set it as my goal [to become a software engineer] and pursued a professional degree in that field despite all opposition in the form of discouraging remarks from my relatives who said things like: this field has very little scope; I should get a diploma to start with a small job right afterwards to support my family or that I should become a hawker and start selling something on a cart to bring home money as our financial state was not good then, and so on.... Moreover, we were living on my father's pension which was so little that either we could build a house with it or pay for my educational expenses; nevertheless, my father supported my pursuit, and with his support and my own determination, I was able to get enrolled at university in my desired field.” (Entrepreneur#3)

The classmates’ response shows strong family and peer influence. All of them shared to have developed a serious thought and choices regarding their future after matriculation. However, developing counterfactual thinking, and showing a cautious and more risk averse tendency of behavior, they did not make their own decisions themselves.

“I was quite fascinated by computer since my childhood and studied Computer Science in matriculation and intermediate. However, as my father is banker and my ACCA¹⁸ qualified brother is doing a very good job having a bright professional career, so, I also started my ACCA after intermediate. However, I

¹⁸ ACCA-Association of Chartered Certified Accountants

realized my slow pace and low interest level [after investing three years] and quitted ACCA and joined university.” (Classfellow#3D)

“... My father bought computer for my elder brother when he was in eight. Since then I had great fascination for computer. However, I went for F. Sc instead of Computer Science on my father recommendation, thinking to have more choices [after studying F.Sc subjects], even though I was quite convinced to go for Computer Science later.” (Classfellow#3B)

The case of Classfellow#3D shows that how his external locus of control influenced his choices and cost him three years of life. However, now he, professing his decision of switching back to his field of interest as best decision of life, shared not to have any intention to continue ACCA, rather he has other plans enjoying the drastic change of life, brought by the guidance and support of Entrepreneur#3.

The approach regarding summer vacations was also quite different for Entrepreneurs and their class fellows. Entrepreneur#3 believes to have plenty of time in summer to utilize (learn and start something new), but class fellows claimed to have less time to find even an internship opportunity. Classmates originally were found to have no specified direction or identified skill set to make their place in market, even being part of almost last academic phase. Such differences show entrepreneurs' opportunity alertness and exploitative approach.

General Activities and Hobbies

While talking about general activities, participants shared that they focused on their major task, keeping it at top priority, even restricting their social life. For the concern of hobbies throughout their life, Entrepreneur#3 told that he was used to play basketball and remained champion of all over the Pakistan in 2011-2012. He performed so well, despite the fact that he was never engaged in any activity until class 9, not even mischiefs. Along with Basketball, Chess was also played

from university department. He is also fond of photography, music, movies, and poetry. He originally shared to have time management skills and strong willpower to keep defined goal to achieve, that all really help him to enjoy life from every aspects.

Class fellows shared playing cricket and basketball; and, reading books, watching movies and internet surfing were added as hobbies in university. However, Classfellow#3C shared to have passion and potential for art industry. He told interviewer that he was quite good in studies until Grade 4, but because of actively overly participation in acting, singing etc. so, he could not sustain his performance at school. He regarded two years of College life as best years, as he was groomed and learnt a lot as per his interest and passion; and he knew very first time that there could be a proper education in the field that interest him most. From there, he got an idea to make his hobby as profession. However, he took admission without thinking through, just following his best friend (Classfellow#3B); even to start his professional journey. He shared to have plans and some opportunities to avail, but could not execute them till now. He did not take his passion for performing arts (i.e. acting and singing) to the professional level. He has considerable level of ability in the field of performing arts as evident by his successful participation in theatre, however, his decisions to take the path outlined by peers showed his lack of willpower, and determination averted him to go out of the way based upon intrinsic motivation.

Professional Journey

At university stage, Entrepreneur#3 did not find himself with the concept of ‘Job, after degree’ as it was for most of the students. Entrepreneur#3 was clear about his goal entering in university, and started looking for scholarships, and sources to earn etc. He observed that most of the jobs would be taken by topper among fifty (50) students, thus he needed to do some extra efforts, so is

observed by his Classfellow#3A before accepting his offer to be part of his startup. Entrepreneur#3 did unpaid internship in an American company and was selected (for that internship) with his senior (only 2 students) from 150 students for this, (he regarded it as serendipitous event). Later, he left and put all attention and time to start his own startup, as he was lucky enough to take decisions timely as per his entrepreneurial alertness approach. He started also spreading awareness about identified skills and directions to help other students. Actually, this can be regarded as an effort to find supportive and cooperative ones who could start professional journey along with him and could be part of his company (salary-based employees), as he started his company in semester 6 with limited finance.

“Joining university for me was not as much typical for me as many other students who have just to study with a thought to start job-haunting after degree-completion. Well, I [after joining university] started exploring best opportunities and directions to start my professional journey. During the studies, I realized that it’s the best time to start up my own company as market has grown up to a large extent and if I plan to start after degree-completion, then I would be quite late. Thus, being with limited finance, I started to persuade my peers who were willing to work seriously and passionately with me. I trained them and hired.... [Now] I don’t have financial issue, so I just hire people directly for my firm.”
(Entrepreneur#3)

Entrepreneur#1 along with his Class fellows did first project sitting on floor, starting his company in 7th semester and had job offers in abroad and by a university professor but still went for business chasing ‘more risk, more profit’. However, he did complete his degree on his father’s saying, “*no matter how much driver is good, but without license he/she can’t drive on road.*”

It is worthy to mention that Classfellow#3A, Classfellow#3B, Classfellow#3C and Classfellow#3D are become part of company of Entrepreneur#3 and started their professional journey right then (Semester 7) on his persuasiveness advice and guidance. Classfellow#3C confessed that he joined Entrepreneur#3 following his best friend (Classfellow#3B). Class fellows

acknowledged that their peers have no defined path to start a professional journey; however, they started their professional journey timely because of his (Entrepreneur#3) motivation and support. Eventually, classmates are found with higher level of satisfaction than classmates of other cases. They gave credit to Entrepreneur#3 of their professional achievements (financial stability, tension free time period and self-reliance approach right after degree and being with some defined goals).

“Although, we, too, had to invest our time, and cut down our social activities. However, I believe if we had not done that then we would also be looking for a job and living a hard life like many around us; our lives would have consisted of tiring job hunt after the completion of degree followed by a hectic routine of doing a 9 to 5 job, and still living from payday to payday. It was because of Entrepreneur#3 that we made timely investment in our future. He guided us well, and provided good support. You know his style is really good especially in guiding and counselling. A large input from his side and some hard work on our part is finally paying off.” (Classfellow#3D)

Class fellows shared to have friendly environment of their workplace that is different from typical workplace of private sector. They enjoy freedom of speech; have liberty to share their idea for working; and are considered as a stakeholder by Entrepreneur#3. Such kind of environment is originally true motivation of his class fellows to stay and dream along with Entrepreneur#3.

“I really don’t like employee-boss relationship. I would not have survived anywhere else. Such a great and friendly environment we have now!” (Classfellow#3B)

“When like-minded and passionate people are there with you, your attitude towards work changes; if you have with yourself like-minded people with whom you have spent four years together as classmates, and as friends, you can imagine how good the work-environment would be.” (Classfellow#3D)

Particularly in reference of Classfellow#3C is that he acknowledged of being unclear about future and without defined goal, despite having passion for acting and singing. However, his getting into the professional stream without any time lapse even before the completion of educational career doesn't seem to be an outcome of a proactive approach or an alertness for opportunities, as such

he himself told the interviewer that his joining the company of his class fellow Entrepreneur#3 as an employee was something great that came his way in the shape of another Classfellow#3B persuasive advice. In fact, even the academic institute that he got into for his higher qualification was also a result of the same class fellow's persuasion so it can be said that his career milestones are carved by serendipity more than proactivity or determination as he is still within frame chalked out by others revealing high level of locus of external control.

This case shows that the strong willpower and determination, proactive approach, self-efficacy and higher need for achievement along with leadership quality of one person influenced many lives and become a sole reliable source of breadwinner to many families. The responses regarding 'future aims' reveals that primarily aim of every participant is associated with the enterprise of Entrepreneur#3. Entrepreneur#3 wants Pakistan to earn a name in the area of Graphic Design; and for this concern, he is used to help even his competitors wholeheartedly and voluntarily; wanted others to have (support, guidance) what he could not get. However, class fellows shared that they wanted to continue their job with a high aim to expand this enterprise and make it successful and recognized along with developing their own team and pursue entrepreneurship as Entrepreneur#3 did. Thus, they may also become source of other families' breadwinner like him.

Analysis – Distinguishing Characteristics of Entrepreneur from Their Peers

Case 3 prevails that how Entrepreneur#3 developed a significant level of willpower and determination being influenced by his father's illness in his childhood. Since then, a high level of locus of internal control was developed in him as he showed a confidence in his decisions without developing any counterfactual thinking; however, his father's positive and sensible approach always surrounded him in every stage of life. Utilizing all his available resources (particularly

time), he chalked down his professional life making a way out from the struggling/confined situation (living hand to mouth) in different aspects (low level of income, no facilities, relatives' interference etc.) and become breadwinner of various families (job creator) and the one who offers his services to his competitors voluntarily. He showed his insatiable and wholehearted will regarding his field having a high aim and determination for Pakistan, paving ways for others revealing his fearless approach. However, unit-2, his peers interviewed by the researcher, is part of enterprise of Entrepreneur#3. They shared to have some interest since childhood but showed a high external locus of control with low level of self-efficacy; as, their decisions were significantly influenced by societal pressure, unadventurous and risk-avoidance tendency and need for stability; that hindered them to go out of the way and chalk down their lives as per intrinsic motivation.

Case 4 – Entrepreneur#4 Along With Her Four (04) Class Fellows (Non-Entrepreneur)

Case 4 contains the one entrepreneur (Entrepreneur#4) along with his four (05) class fellows who are non-entrepreneur. Entrepreneur#4 deals in handicrafts, which majorly include traditional embellished and embroidered women’s clothing that is reflective and representative of Pakistan folk culture or local heritage of different regions of the country. She has chosen through purposive selection because her work is marked by a relatively unique idea in the clothing lines. She has planned her business around the idea of promoting, supporting and uplifting the artisans and thus saving their traditional art and skill from becoming extant. The table below shows ‘Basic Profile’:

Case#4, M. Phil, (2014-2017), Age 31-33					
Entrepreneur/classmates (Assigned Codes)	Gender	Marital Status	Work	Childhood Residence	Family Background
Entrepreneur#4	Female	Unmarried	Business + Job	Urban	1 st child, 3 siblings, Father-Private. Job
Classfellow#4A	Male	Unmarried	Private Job	Rural	6 brothers, Father- Farmer
Classfellow#4B	Female	Unmarried	Job Haunting	Urban	4 Siblings, Father- Passionate Lawyer
Classfellow#4C	Female	Unmarried	Job Haunting	Urban	1 st Child, 3 siblings, father-govt. job
Classfellow#4D	Male	Married	Govt. Job	Urban	1 st Child, 4 siblings, Parents-govt. job

Childhood

Entrepreneur#4 had a playful and cheery childhood. She was active as a child and had the element of innovation and exploration since early childhood. She was always up to experiencing something new, making creative stuff, experimenting with things, and taking on new adventures (within a

child's capacity of course) showing a love for change, and a nature that was inclined to cause change. She was independent as a child and always did new stuff on her own, which can possibly develop a sense of self-efficacy. Being the eldest child, she had a good bonding with Parents from the start and got to experience some leadership traits as well among siblings.

Unlike her, her two female Classfellow#4B and Classfellow#4C have spent childhood in a very protected environment being in most of the indoor activities only. However, male participants shared to have very active and playful childhood and have great exposure of environment along with showing obedience towards families' commands. Both of them believes that even though their families and their own financial status has improved over the years however the simpler lifestyle they had during their childhood was more serene and peaceful.

This theme shows the adventurous tendency of behavior of Entrepreneur#4 since her childhood. Unlike her, her classmates has observed a protected environment by their families and remained within their frames, showing unadventurous tendency in their behavior in their childhood time.

General Activities and Hobbies

Entrepreneur#4 has some creative interests as she told the interviewee that she likes making art and has been making handmade artefacts by upcycling the extra stuff found around home. Recreational travelling of countrywide tourism is something she has been exposed to since her childhood, as her father would always plan family trips to historic sites or vacations to a hill station within the country. She said even when they did not have a car of their own; they would on-foot for site-seeing within their vicinity. In Entrepreneur#4 life, decision to start an entrepreneurial journey is also backed by the travel experiences since childhood. She mentioned to visit historical

places and events frequently, which ultimately resulted in her own startup acknowledging the diverse culture of Pakistan with an aim to support the small industries.

Her classmates also shared to have various hobbies. Classfellow#4C shared to have hobbies of cooking, baking, and gardening. While, Classfellow#4A and Classfellow#4D remained mostly engaged in physical activities. Both of them also remained part of their universities' societies and gained a lot of exposure. Classfellow#4A being part of his village society, is making an effort to poor and needy people, while Classfellow#4D, being part of university societies, became assistant in hostel where he caused a big change supporting students' rights, uncovering corruption cases. The responses received from classmates shows that class fellows have variety of interest and hobbies along with showing performance of causing-change within their capacity.

Academic Life

Entrepreneur#4 shared that being interest-oriented she could hardly pass the subjects in which she did not have or could not develop an interest, telling that how much she loved Mathematics and secured full marks, however, she failed Chemistry. Such incidents really influenced her choices, however, she had full support and guidance from her parents, especially from her father, and she had really good relationships with her teachers throughout her academic career. While answering to childhood dream, revealing her father's positive role, she says:

“I wanted to be architecture or aeronautical engineer, I don't know why, but it was in my mind in my early childhood. However, I discussed with my father and he helped and made me understand that this is not like what I am thinking or wanted to do in my life.” (Entrepreneur#4)

Classfellow#4B and Classfellow#4C shared not to have any extraordinary experience and exposure of academic life as they did not have high level of interest in any field. As while answering to selection of majors, Classfellow#4C said;

“My father did not impose, but suggested opting Computer Science. Well, I opted it without thinking-through or any kind of interest. My interest was not developed in this field. And, in intermediate, my cousin recommended to go for social sciences and I did.... For me, it was just to study well, without having a craze of any particular field.” (Classfellow#4C)

However, the responses-received from Classfellow#4A and Classfellow#4D shows to have good experience and exposure of academic life being in good relationship with teachers. However, their choices of majors and institutions were greatly influenced by family. As Classfellow#4D told the interviewer that, he pursued the medical degree on his parents’ will and even one more year after intermediate spent to qualify medical test. However, being home without teachers’ supervision, he could not study well showing low level of commitment and interest in medical field. Later, he switched field and even got enrolled in M. Phil on family suggestion. He concluded, saying;

“Basically, its parents that set children’s mind as per their own interest. Even, there is more role of parents to carve out a child’s life than a teacher. A teacher can’t ask every student about his/her interest and future. Moreover, there is no career counseling and respect for every profession in our society. This all really hinders to make choices after think-through process.”(Classfellow#4D)

In this case, all respondents have shown their concern towards the importance of career counselling. Classmates really stressed on the career-counseling, saying that they might have chosen some other field of their interest to build a career, as all of them (except Classfellow#4A) made the choice of M. Phil without any serious intention or goal, but just because of family recommendations. Being the first child of her parents, the Entrepreneur#4, who made a continuous struggle to start her profession life as per her interest, to serve the family says:

“Basically, the absence of career counselling puts down our interest and passion, and leads us to choose a career-path that is well-received in the society. Had I realized earlier how I could shape my passion into a career, I would have started my business earlier as I enjoy high sense of independency and intellectual fulfilment being entrepreneur than being employee.” (Entrepreneur#4)

Professional Career

Entrepreneur#4 shared that she comes from a culture where goals are perceived differently for girls. However, throughout her life journey, her father had her back and supported her in reaching all milestones, be it sitting in the competitive exam of CSS, doing a job, or running a business of her own as an entrepreneur. She told the interviewer one of the incident that woman making a Chabhaa¹⁹ was enquired and appreciated for her skill by her since her father had taught them to always value the skill of the hand however, she responded with pessimism as she told how it made very little money. Moreover, one of her classmates also did a research related to small home-based industries in Pakistan, and found out how the artisans and laborers involved in such industry are underpaid and exploited. She believes that Pakistan has a rich diverse culture, which not all the other countries have; based on this cultural richness, small industries can thrive if look into the development of the artisans and instill trust in them.

“Well, my core purpose is to support the industry that needs our input and contribution. Since childhood, visiting historic place and heritage-sites, often, I have seen their artisans making amazing products of artisan nature. Since then I had an acknowledgement for their skill and effort; and even if I had started some other business, it would have had to do with the same category, and would involve promoting the artisans in our country.” (Entrepreneur#4)

In this case, responses revealed that parents’ support was equally given and enjoyed by all participants. However, responses reveal that Entrepreneur#4 got opportunities in professional life

¹⁹ Chabhaa means bread keeper and warmer in Punjabi Language; a traditional artisan item used as a carrier or utensil to keep the bread warm.

(internship, opportunity to participate in various projects by her supervisor) and she could exploit them in a better ways. She along with her classmates (except Classfellow#4D, however, he got job offer) gained the opportunity of internship. However, only Entrepreneur#4 completed her internship with great experience and exposure, which lead her to new avenues of professional life. However, her classmates could not avail this opportunity as she could.

“I got job offer, in last days of my university [being in BS]. It was good opportunity with good salary package. However, I did not accept as I was sick at that time and just wanted to go back to home.” (Classfellow#4D)

“I started internship after my masters. It was just fine, as we have nothing to do. Old building, bundle of files covered with dust... we just used to go and sit. (Classfellow#4C)

“I did my internship for two weeks and left. Because of conveyance issue, it was costing me more than I gained. I tried for transferring the institutions, but could not. It was quite good experience, but I could not continue because of the hardship which I was supposed to face daily.” (Classfellow#4A)

Interestingly, Entrepreneur#4, Classfellow#4C and Classfellow#4D are first child of their parents. However, only Entrepreneur#4 shows a concern and being first child always determined to share house responsibilities with her father, as she was a girl as a first child to her parents and kept exploring different creative activities and her interest to start as a professional journey.

Classfellow#4B and Classfellow#4C also have parents’ fully support and freedom of speech and to take decisions, however, they showed absence of their career-oriented approach, as both of them shared not to have specific or any goal in life regarding career, however, they also reveals their unadventurous tendency of behavior and low level of self-efficacy, as Classfellow#4C says;

“My parents never discourage that being girl I can’t do anything or job. However, I personally believe that girls should not do 9-5 jobs. Such kind of jobs drained a person and no time left for herself and her family. [Responding to the question about future aims] in Asian society, husband does not have to perform domestic

chores, but women has to even she does a job. Even, if you can manage, but all this effect child. If children have to stay in day care center from very first day, they do not know even about their parents. Well, some career-oriented girls can do manage, however, I do not consider myself with this much capacity as career oriented girls do and manage.” (Classfellow#4C)

However, Entrepreneur#4 believes to manage everything as she has already done and still doing many things at same time, as she is generating funds for the investment through doing different jobs, like lectureship at university, research assistant in various projects. However, she shared her preference of profession, saying;

“I have more peace of mind being entrepreneur in comparison with job. This is much easier because, here is no one to order you, humiliate you. Moreover, I have an inclination towards sketching and designing as well. Thus, I am raising investment for this to expand my enterprise.” (Entrepreneur#4)

Classfellow#4A and Classfellow#4D shared that even though family influenced their academic life, however, after the experience and exposure of academic life, they are used to take their decisions now themselves. Classfellow#4A is also determined to go for PhD in future and business initiative as well. However, Classfellow#4D got his job in government sector with his cousin support. Even though, he did not have any intention to continue this job and very hopeful to have another public sector job soon, still he got qualifications in this area too and appeared in CSS exams as well. He originally told the interviewer that he could not define his aims and priorities and doing multiple things at same time without giving them a best of his effort, summing up with English proverb, “*Jack of all trade, master of none*”. His response revealed that that he could not carve his professional life as per his intrinsic motivation because of implicit family role and lack of commitment, despite having self-efficacy and change-cause behavior.

This case presents that how Entrepreneur#4 had strong willpower and adventurous tendency of behavior since her childhood, which enriched her with entrepreneurial alertness. She, being first

child of parents and alert, considered herself to share her father's responsibilities, exploited all the available resources and opportunities fully. She acknowledged that being an entrepreneur she enjoy high level of independency and intellectual fulfilment. However, Classfellow#4C shared her lack of career-oriented/goal-driven approach, based upon her intrinsic motivation. While, other classmates' shared family influence and lack of commitment and career-counseling opportunities that really hinder them to carve out their professional lives.

Analysis – Distinguishing Characteristics of Entrepreneur from Their Peers

Case 4 reveals the adventurous behavior of Entrepreneur#4 since her childhood and being first child of parents, always determined to share her father's responsibilities. With strong willpower, since childhood, she had a habit to use all available resources and opportunities fully, along with parents' support. Even though, because of absence of career counseling, she could turn her passion into living a little later, however, she really exploited job opportunities and invested her salary as capital n her business. Being career-oriented, she is managing many things at same time, i.e. her enterprise, jobs to generate funds and her family and social circle; enjoying sense of independency and intellectual fulfilment being entrepreneur. However, Unit-2, her classmates, being more risk averse, showed a tendency of 'go with flow' and found it hard to go out of their comfort-zone. Family are significantly influenced their choices and later, absence of willpower, commitment, and career counseling; they could not think through of their choices and carve out their lives as per their interest and priorities.

4.2 Discussion – Figuring out the Common Dominant Characteristics of Entrepreneurs

Entrepreneurship is considered as the outcome of many interrelated external and internal factor. In today's economic system, entrepreneurial activity contributes in various dimension of an economy, this is why, giving insights to the government to uplift the economy and individuals for their betterment, it is attempted to find out what actual reason or factor that influence individuals to choose the entrepreneurial path. As it has been already stated in the first section, this study was purported to identify the significance of willpower, not only as a vitally important trait among other personality traits but as an overall pivotal factor along with all the intrinsic and extrinsic factors that contribute to entrepreneurial tendencies in the current Pakistani context. However, this is not the first or only study that addresses the role of willpower in this regard; previous studies have also addressed the same from their own perspectives within their respective contexts, and a summary of the most-relevant ones in this regard form a part of the literature review section [2.2.2](#)

Nevertheless, based on their research questions or hypotheses and findings, those studies ascribe varied extent of significance to willpower; and, some even take into account how it must pair up with other intrinsic factors, such as ability, or some extrinsic factors, such as the availability of capital, to play any significant role. (Makhbul, 2011; Kihlstrom & Laffont, 1979; Knight, 2012) The findings of different studies may differ due to a difference in their respective contexts so in this section a comparison and contrast between the findings of some previous studies and this one will be discussed quite briefly.

This study confirms the findings of Lukes and Laguna (2010) that entrepreneurship accelerates the economic growth, productivity, and employment level but also plays role in creative and intellectual fulfillment, emphasizing on the intangible success of entrepreneurs, differentiating from organizational success. However, this study adds on taking the data from the individuals who

shared years (common learning environment of last academic qualification) exploring their lives with micro-level (comparative) analysis along with the given the national and institutional framework distinguishing the role of personality traits and external factors influencing their professional (and/or entrepreneurial) choices.

Our results reveals that many of characteristics/factors can be considered as Willpower's corollaries. As when entrepreneurs show their strong willpower, it develops a self-driven goal approach that enables them to recognize the opportunities and value (which others do not), and enriches them to believe at their own abilities and confidence at their own decisions. Ultimately, it results self-efficacy and high locus of internal control. Willpower and risk-averse behavior are two major traits playing role in taking entrepreneurial initiatives. Thus, our findings corroborate partially the findings of Karabulut (2016) that personality traits like need for achievement, internal locus of control and entrepreneurial alertness results in entrepreneurial success.

However, findings shows that many class fellows (non-entrepreneurs) possess the traits of need for achievements, self-efficacy and internal locus of control as well being in their adulthood and professional phases. Thus, contradicting the findings of Krekar and Coric (2013) who specifically stressed on strong self-efficacy, our results highlight the main problem that several individuals are not aware of their preference and life motives, however, they actually lack in willpower and risk averse behavior, that lead them to show a cautious behavior and stay in their own frame. In this situation, irresistibly, findings of the study corroborate the findings of Baron (2000) and shows that entrepreneurs think differently and less likely to engage in counterfactual thinking. Being less risk averse, entrepreneur stand out among their class fellows with their strong willpower and determination to make their lives themselves, believing to go for higher risk for the sake of high profit with high self-efficacy.

However, in terms of Praag and Ophem (1995)'s study who made an attempt to take only two elements into account; willingness and opportunity. Our results validate the important role of willpower in entrepreneurial journey from initial (decision-making) stage till entrepreneurial success, however, their study covered only decision making stage and they regarded both willingness and opportunity equally. However, our findings contradicts the findings of (Praag and Ophem, 1995); and corroborate the findings of Lukes and Laguna (2010); and shows that entrepreneurs are alert to opportunities to exploit them timely, not wasting even a bit of time, but they are more engaged in creation of opportunities for themselves and others; they possess willpower to create opportunity themselves and believe that the one who really look into for opportunity, get the opportunity no matter from government or any other platform. Thus, entrepreneurs are usually not depending on both willingness and opportunity to become self-employed, but exclusively on willpower.

Our results corroborate partially with Say (1971) and shows that entrepreneurs went for the capital generating through doing some task (jobs/participating in competitions/projects) that helped to generate capital but also to learn and polish their skills, instead of borrowing from others. It is observed that several respondents (irrespective of entrepreneur and non-entrepreneur) have capital and assets to start their own business, even some have family business, however entrepreneurs, regardless of availability of capital, then, it was the factor, 'willpower' that mediates its role between capital and entrepreneurial tendency/success. All this contradicts the findings of Knight (1921) who has regarded the ability and capital inevitable with willingness; and considers complementary to each other. Moreover, for the element of capability, it is to be believed that every respondent has some kind of ability (Kihlstrom & Laffont, 1979) and tremendous potential to perform remarkably (Zaman, 2010). Results of the study make it crystal clear that respondents

have such tremendous potential and even some individuals got opportunity to stand out timely among many who really did not have such opportunity ever and forced to do everything at their own. However, lack of willpower and commitment worked and they did not carve out their lives as per their interest remaining in their comfort zone showing more risk-averse tendency.

Our findings corroborate the findings of Lukes and Laguna (2010) and add that passion should be backed by strong willpower and determination as strong willpower ultimately leads to take initiative going out of the way, chalking down life as per intrinsic motivation. Passion without willpower still can lead to adopt the way outlined by others and enriches with more risk averse behavior, and ends with leaving to live a compromised life with low level of satisfaction and intellectual fulfillment. (Insights from Entrepreneur#1, Classfellow#1E and Classfellow#3C)

However, findings prevails that some peers have influence of serendipity phenomena of life in their professional (or entire) life, without putting any significant efforts or investment of passion etc. Thus, there may be presence of entrepreneurs whose entrepreneurial journey is mere result of their serendipitous event of life. However, entrepreneurial journey requires individual to take initiative that ultimately requires a strong willpower and less risk averse tendency, which many don't possess even acknowledging the serendipitous events of their lives.

Eventually, emphasizing on the role and importance of human being, it shows the need to ameliorate the human behavior to utilize this capacity and potential to be best and superior. Although, the status of willpower may be regarded as intervening variable while assessing role with psychological characteristics as it strengthens the relationship of psychological traits with entrepreneurial success, however mediating role while with external factor (capital) as it has contingent effect on capital and entrepreneurial success.

CHAPTER FIVE

5 CONCLUSION AND RECOMMENDATIONS

This chapter provides the conclusion, limitations of the study, and some policy recommendation.

5.1 Conclusion

This empirical research explores the role of willpower at its own or interaction with other personality traits and external factors in entrepreneurial success, to see if policies can adopt some valid measures to culture entrepreneurship in the society. The qualitative case study approach is used, in which in-depth interviews following life course approach are conducted from entrepreneurs and their class fellows to explore how entrepreneurs distinguish themselves from their classmates. Multiple cases are formed for the validity of comparison. Findings suggest that it's the willpower and determination based upon which an entrepreneur stands out among other individuals and results in an advantage to society and country, playing a role towards employment and growth in respective sector. Detail findings and analysis helps to state that all entrepreneurs have strong willpower (as innate ability; or as a result of passion, need for achievement, intrinsic motivation; and has parents role to foster/suppress their willpower to carve out their lives as per their own interest. They ultimately show adventurous tendency of behavior (utilized available sources fully and potentially); created and exploited opportunities (opportunity alertness); along with entrepreneurial alertness, self-efficacy and internal locus of control (confident about their decisions and without developing counterfactual thinking under family and peer influence and regarding socioeconomic factors) they took initiative to step out from crowd circle showing less risk averse tendency. However, non-entrepreneurs revealed their external locus of control as their

decisions were influenced by their family and peers and they preferred to remain in their comfort zone, showing their unadventurous and more risk-averse tendency of behavior. The result of study recognizes willpower as influential factor of one's life, but is rarely taken into account.

However, this study is based upon the primary data, collected through in-depth interviews encompassing the respondents' life events since childhood. It provides an insight in the role of psychological traits and other external factors, look deeply into individuals lives to explore the factors and motivations based upon entrepreneurs chalked out their lives themselves and started their professional journey showing greater confidence and independency. The individuals sharing same environment based on last academic qualification still choose various distinguishing parts and shares different level of satisfaction. It hints that there is a need to ameliorate the factors which causes different utilization of individuals' potential and results in circumstances that reduces the chances of success and satisfaction. It is considered that government should take some valid measures to influence the parents' role to minimize the impact of controlling parenting, family and social pressure and eventually help students to dig out their interests and passion and have plans to design professional journey properly, and this is need for the expansion and growth of entrepreneurial and others sector. As results hint that willpower can be developed and cultured in order to utilize the potential completely, helping individuals through discussing and digging out their passion/interest/field where they can work and utilize their potential in most effective and efficient way that ultimately benefit in best outcomes; making their parents supportive to share ideas/pave ways for them to chalk out their lives as per their interest/intrinsic motivation, without being in pressure; providing career-counseling session as paving a way of professional grooming from childhood stage. It is hoped that this research study will help individuals and policy makers

to consider while making decisions and implication their strategies for the efficient and effective utilization of resources.

5.2 Limitations

Not all respondents follow exactly similar settings since childhood (they come from different backgrounds and reach later on at some place that was common) till the time of their confluence (point when they joined any common educational degree) and even right after degree, their professional journey , so comparison may be somehow loose. Moreover, none of the entrepreneur and others journey has ended yet and possibly people may end up being totally different persons from 10 years now, while the study offers analysis and conclusion based on information available till now and shared by respondents themselves. Such limitations faced by researcher give other students and researcher a way forward to continue research in entrepreneurship and psychological field to enhance understanding level and implication.

5.3 Policy Recommendation

Through the findings of this study, following policy recommendations are suggested for education, youth development and enterprises related government departments in order to utilize the individuals' potential fully and to promote a progressive culture of entrepreneurship in Pakistan:

- A short career-orientation course of 2-3 months duration should be introduced probably after the board examination of Grade 10 and Grade 12 so the students may not be occupied with their conventional studies while its participation marks should be included in the final result of matric to make it mandatory for all students. In this course students should be given an

overview of all the available career options with practical guidelines, encompassing fully interactive based on discussion and mini-projects format.

- Ideally, career-counsellors should be available on board for one-on-one consultation for undergraduate students at colleges and universities. However, institutes that cannot afford an on-board career counsellor should arrange interactive sessions inviting guest-speaker annually or less or more frequently according to the feasibility on the topic of career mapping especially to undergraduate students who are in their final year of studies.
- There should be eradication of tradition of “Job after Degree”, emphasizing on practical experience (like internship, field team projects etc.) from the first year of graduation, dedicated at least 1-2 months annually to gain the experience of professional challenges that students are usually supposed to learn after completing 16 years of education in current situation. This would make the education application-based, and thus make the transition from academic life to professional life smooth.
- In education policy, teachers training should encompass the content of students’ professional grooming, where teachers, dedicating some time/lectures every week/month to have discussions regarding the students’ interest and future aims, originally play role to push students to think about their future life and carve out their life as per their interest. There can be parenting workshops/parents-teacher session with a core purpose to assist students and provide them an environment where they make their choices without being into family or society pressure, but as per their interest.
- Everything from soaps through talk shows to news-stories telecasted on TV doesn't only remain hot topic of discussion among people of almost every age group but also directs their thinking, and generates new ideas and concepts as well as provides some positive or negative

reinforcement for some existing ones. Therefore, it's recommended that infotainment series based on themes of professional life and career-building should also be broadcasted with the aim of subliminally educating and motivating the youth to be career-oriented and to be self-driven to transform their interests into goals while being aware of the scope of different industries. In this regard, fictional series on the biographies of successful entrepreneurs can be made not only to inspire the youth to exploit the opportunities to realize their potential and aptitude but also to be able to visualize how to chart their path for doing so.

- Government should provide loans regardless of recession/depression or expansion period, in order to encourage to innovative thinking and implementation of new ideas, as “innovative idea and willpower to work” can arise in mind of anyone, so, it would be great if capital is available during recession and expansion era.
- Needs of small and medium enterprises should be listened, analyzed and addressed properly by policymakers, especially regarding health insurance and compensation for their workers.
- Ease in legal formalities, like digitization the entire system is needed to speed up the process of creating and smooth the functioning of enterprises.

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Appendix - 1

Interview Guide

Role of Willpower in Entrepreneurial Success in Pakistan

1. Preliminaries

- a. Self-introduction (sharing of contact information)
- b. Introduction to the study (purpose and use)
- c. Informed consent (for participation, audio recording etc.)
- d. Anonymity and confidentiality (explain different possibilities)
- e. Rights of the interviewee (withdraw, future contact with interviewer, verify authenticity of the study etc.)
- f. Participant's questions and queries and permission to start the interview.
- g. **Turn-on the recording device.**

2. Themes /topics to be covered in the discussion

Main Questions	Probe Probes and Prompts
1. Introduction/ Basic Biodata	
Would you please introduce yourself?	Name, age, gender (observe), religion, ethnicity, hometown/ place of origin, any additional nationalities (if any besides Pakistani), current residence, number of siblings, marital status, highest academic qualification, parents' education, current occupation, level of satisfaction with career-path
2. Childhood Experience	
<p>Please, share how your childhood was.</p> <p>When I say childhood, I mean your stories and memories up to matriculation/ O Levels (15 years of age only)</p>	<p>Fond memories, bad memories, your general behavior/ prominent personality traits and qualities, Your perception of others' opinion of you as a child, area of residence (rural/ urban), parents' relationship with each other for your upbringing and grooming, mother's relationship and company with you, father's relationship and company with you, siblings' relationship with you, interactions with extended family members and relatives, neighborhood environment</p> <p>interactions with other children in school??, any travel experiences, general activities and hobbies any childhood interests that continued through adulthood</p>
3. Adulthood experience	
<p>Please share your adulthood phase experiences. How you lived as a grown-up?</p> <p>When I say Adulthood, I mean your stories and memories from post-</p>	<p>best and worst experiences</p> <p>Your visibility and brand (Persona) in friends and family</p> <p>general lifestyle and routine, activities and interests</p> <p>social circle and significant interactions</p> <p>any travel experience</p> <p>dreams and goals (achieved or not achieved)</p> <p>defining personality traits, and social image</p>

matriculation time till the point when you completed your formal education.	
4. Academic Life	
<p>a. Initial Schooling</p> <p>Please, tell me about your initial stage of schooling.</p>	<p>age of starting school, school setup (public/ private-sector, urban/rural), medium of instruction, classroom experiences, playground experiences, level of interest in studies, relationship with teacher</p>
<p>b. Academic Journey (Secondary & Tertiary Education)</p> <p>Please tell me about your academic career from matriculation/ O Levels onwards.</p>	<p>Matriculation/ O Levels selection of school selection of subject-group classroom performance and grades role of subjects-selection in the following years</p> <p>High School (HSSC/ A Levels) & College (14 years of formal education) selection of institute selection of majors classroom performance and grades role of majors in future</p> <p>University (16 years of formal education) selection of institute & discipline/faculty classroom performance and grades; any publications role of faculty in shaping your professional career</p> <p>Classroom behavior, interactions, and experiences at all academic stages overall role of formal education in your career building Role and influence of teachers in life</p> <p>level of satisfaction with the educational setup Any experience of bullying someone or being bullied co-curricular and extra-curricular at different stages of academic life</p>
5. Professional journey	
<p>Tell me about your overall professional journey up to-date.</p>	<p>selection of field/ profession (explore factors influencing career choice) any available career counselling conception of idea (in case of entrepreneur only)/work history (any previous jobs/ work) any professional training/ workshops attended your strengths and shortcomings as a professional (how you deal with them), goals and vision, work strategy, achievements Challenges and factors interfering with performance (for entrepreneurs, explore: finance, loan-taking, government policies, legal formalities etc.; for non-entrepreneurs, explore: ordinary job finding things; workplace politics, office policies, timings, workload etc.)</p>

6. Family's Financial Setup	
Would you please share about your family's financial setup?	family's financial background (elite/ middle-class/ financially challenged), father's current and past occupation, any history of family's debt/loan, principle-earning members, number of financial dependents, sources of income (employment, self-employment, family inheritance)
7. Support system	
Who constitute your support system?	Family, friends, work relations/ professional acquaintances
8. Nature of Work	
Tell me about the nature of your work?	for entrepreneur: age of organization, service/products, procedures required, clients, employees and their motivation level, competitors for non-entrepreneurs: designation/role, skills required, experience with (employer/boss, colleagues)
9. Major Influences & Inspirations	
Besides yourself, whom would you give credit for where you stand today and why?	personal heroes, inspiring figures, role models (why) any influential family member any influential teacher with a lasting influence
10. Sources of Motivation	
Do you want to continue on this career-path? A). If no, why not? B). If yes, what gives you the motivation to keep going?	Explore (without dictating) factors like: financial pressure or gain/ standard of living customer/client satisfaction, or employer's satisfaction social reputation creative appeal/ intellectual fulfilment sense of competition

1. Snowball technique: ask entrepreneur (and non-entrepreneurs too) for class fellows of last academic qualification who (are non-entrepreneur and) could assist.

2. Sum-ups

- a. Thank interviewee
- b. Plans from here forward (clarify expectations)
- c. Encourage interviewee to contact us if later on anything interesting related to the topic comes to their mind
- d. Get consent for future contact (for clarification or additional information, also contact information)

NOTES

ⁱ Global Entrepreneurship and Development Institute (GEDI) is the eminent research institute advancing knowledge on the relationship between entrepreneurship, economic development, and prosperity. The Institute, headquartered in Washington D.C., was founded by leading entrepreneurship scholars.

ⁱⁱ “Global Entrepreneurial Monitor (GEM) is consortium of international organization like World Bank, United Nations, World Economic Forum, World Bank, and the Organization for Economic Co-operation and Development (OECD), provides custom datasets, special reports and expert opinion. In each economy, GEM looks at two elements: 1) The entrepreneurial behavior and attitudes of individuals, 2) The national context and how that impacts entrepreneurship.”

ⁱⁱⁱ Plan9 is PITB-Punjab Information Technology Board’s tech incubator established with the vision of creating entrepreneurial ecosystem in Pakistan, founded in August 2012, as the pioneer of incubation in Pakistan, which is striving every day to ensure sustainable growth of early stage, tech-product based startups.