

Entrepreneurial motivation and self employment intention: a case study on management undergraduates of university of Jaffna

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Abstract This Study presents a new model of entrepreneurial motivation and examines the impact / influence of entrepreneurial motivation on self employment intention. Both quantitative and qualitative approach were utilized in this study, in the quantitative approach, the desirability of self employment, feasibility of self employment, tolerance for risk and perceived government Support to predict intentions for self employment was examined in a sample of 117 management undergraduates at University of Jaffna, Sri Lanka. In the qualitative approach, especially three final year students (one male & two female students) and three scholars in the entrepreneurship academic field (Two male senior lecturers & one female senior lecture) from the Faculty of Management Studies and Commerce were interviewed by the researcher with the help of the structured questions. Separate questions for students and scholars who are involved in the entrepreneurial field were prepared by the researcher to support to the findings of quantitative analysis. Based on the quantitative and qualitative study, the entrepreneurial intention level of the management undergraduates are in the weakest level. There are so many barriers for the lowest level of intention, such as problems in the financial assistance, lack of infrastructure facilities, lack of technological facilities, lack of awareness in the entrepreneurial field, lack of support from governmental and nongovernmental organizations in the Jaffna district, cultural burdens, lack of research focus in the entrepreneurial field etc. Based on the findings from both quantitative and qualitative approach, we recommend to the government, non government organization, financial institutions, educators, and policy makers to provide the financial, marketing, social, technological infrastructures to the management undergraduates to enhance the entrepreneurial intention level.

Key words Desirability of Self employment. Feasibility of Self employment. Perceived Government Support

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1. Introduction

Entrepreneurship is a worldwide phenomenon with economic growth across the globe positively impacted by the emergence of new and innovative business start-ups. These new small businesses play a significant role in job creation, influencing politicians to recognize and support entrepreneurial start-up activity due to its positive contribution to the economy. Therefore the entrepreneurship is the key factor for economic development (McStay 2008). Public, private and nongovernmental organizations are taking various measures to promote entrepreneurship in different countries like China, India, Sri Lanka, United Kingdom, United States etc. World class universities and colleagues have implemented various Postgraduate, Undergraduate and Diploma courses on small business management and entrepreneurship (Plant & Ren 2010 ; Nishantha 2008). In a developing country like Sri Lanka, the role of entrepreneurship development is more important than that in developed countries so far as the creation of self employment opportunities and reduction of unemployment situations are concerned (Nishantha 2008). The rate of unemployment among high schools and university graduates remains proportionally higher than the rate for less-educated workers in Sri Lanka. And providing employment opportunities for all graduates is a crucial issue for the Sri Lankan government of today (Ummah 2009). One of the ways to solve the graduate unemployment is the graduate entrepreneurship. Graduate entrepreneurship is a process taken by a graduate to start a business in terms of an individual career orientation (Olufunso 2010).

The world needs graduates who are innovative, dynamic, smart, daring, efficient, determined, modern and employable or in one word, Entrepreneurial. Making graduates more employable is a global challenge and universities around the world are becoming more entrepreneurial to face this challenge. The UK has been developing 'Entrepreneurial Universities' by embedding Entrepreneurship in to all areas of graduate education. Sri Lanka also has explored that how to create an entrepreneurial culture within its state universities (National Entrepreneurship Week Sri Lanka 2008). Today entrepreneurship has become a commonly taught subject in universities. Some of the universities in the world offer courses in entrepreneurship, and many business or management schools offer major field of academic programs in entrepreneurship beside traditional business or management areas such as finance, accounting, marketing, human resource management and basic management (Ahmad, Baharun & Rahaman 2004).

Since the 1950s, organizational psychology research investigating work-related motivation has progressed from static content models to dynamic process models. Entrepreneurship research has also evolved along a similar trajectory. Therefore, This Study presents a new model of entrepreneurial motivation and examines the impact / influence of entrepreneurial motivation on self employment intention. In which entrepreneurial motivation is considered as an independent variable. It has been defined as “An important drive that energizes one’s

action toward related goals, directs one's attention and sustains taken actions (Dej 2007). Ummah (2009) proposed the four key drives that energize one's intention toward the self employment, such as desirability of self employment, feasibility of self employment, tolerance for risk and perceived government support. And also self employment intention is considered as a dependent variable. It has been defined as the intention to start a new business (Zhao, Hills & Seibert 2005), the intention to own a business (Crant 1996), or the intention to be self- employed (Douglas and shepherd 2002).

Studies on the entrepreneurial intention of undergraduates have focused mainly on developed countries. At the same time, developing countries have not been focused perfectly .Therefore, studies carried out in developing countries are very important and may reach different conclusions from those carried out in developed countries (Olufunso 2010).Especially in Sri Lanka, Undergraduates from University of Kelaniya, University of Colombo, University of Sri-Jayawardenapura, South Eastern University of Sri Lanka, and Eastern University of Sri Lanka have been tested on the concept of entrepreneurial intention (Ummah 2009). But undergraduates from University of Jaffna have not been yet tested on the concept of entrepreneurial intention. Therefore, it is important, to empirically examine the actual impact of entrepreneurial motivation on self employment intention. Such understanding or finding will help to government officials, educators, potential entrepreneurs and policy makers in Jaffna district, to improve the graduate entrepreneurship and hence reduce graduate unemployment in Jaffna district, Sri Lanka.

2. Statement of the Problem

Entrepreneurship is considered as a key to the ever growing problem of unemployment among graduates. Conversely, it has been found that this career choice is not privileged by younger people who observe entrepreneurship as their second or even last choice of employability (Thrikawala 2011).According to the Stansworth and Gray (1991), the lack of management expertise in small firms is the main reason for the failure of that business. In order to grow, these people should have management experience and business training and need to recognize the potential employees such as students and their perceptions. In student perception of self employment, Scott and Twomey (1988) pointed out that self employment has the freedom from supervision and opportunity to be creative in decisions but offer little job security, training, benefits and pay. However, In Sri Lanka, Ummah (2009) found that the management undergraduates have the significant level of self employment intention. This can be motivated through entrepreneurial motivational factors as Desirability of self employment, Feasibility of self employment, Tolerance for Risk and Perceived Government Support.

In northern part of the Sri Lanka, especially in Jaffna district, after the thirty year ethnic war, there is a tremendous entrepreneurial opportunities due to the economic and political stability of the country. And also The Jaffna district needs graduates who are innovative, dynamic, smart, daring, efficient, determined, modern and employable or in one word, Entrepreneurial. Therefore, A Study on entrepreneurial motivation and self employment intention among undergraduates from an emerging university like University of Jaffna can be a fruitful empirical work, which may likely to differ from other universities in Sri Lanka. Finally, this study is focused to answer the question of “What extent Entrepreneurial Motivation influences on Self employment Intention among Management undergraduates in University of Jaffna.”

3. Objectives of the Study

The main objective of the study is to find out the impact of entrepreneurial motivation on self-employment intention among management undergraduates in University of Jaffna, Sri Lanka. And secondary objective is to suggest the government officials, educators, potential entrepreneurs and policy makers to energize one’s intention toward the self- employment.

4. Review of Literature

Entrepreneurship has evolved as an important force in global economic growth (McStay 2008). Entrepreneurship as an academic discipline is still considered relatively new although its origin can be traced back to the seventeenth century, when economist Richard Cantillon (as cited in McStay 2008) coined the term, ‘entrepreneur’. The literal definition of this French term is ‘to undertake’ or ‘go between’ referring to the position an individual assumed when pursuing an opportunity. A person took on the associated risk but did not necessarily provide the capital – they were the ‘go between’. Entrepreneurship studies have been influenced by the economics, psychology, sociology and strategic management literatures providing established theoretical frameworks and Methodological tools (Gustafsson 2004). This multi-disciplinary approach is not surprising given the complexity of the phenomenon entrepreneurship. Chandler and Lyon (2001) saw the multi disciplinary approach to entrepreneurship in a positive light suggesting this is one of the strengths of the field of entrepreneurship as it considers and borrows frameworks and methodologies from other legitimate social sciences.

Despite past controversy over definition, the field is maturing and it is widely accepted that there are three underlying approaches in the entrepreneurship literature (Landstrom 2005): (1) entrepreneurship as a function of the market, the central theme is the economic function of the entrepreneur rather than his or her personality type (Hebert & Link 1989). In this context the entrepreneur acts as an agent, gathering information and allocating resources to

profit from the opportunities arising from the gaps in supply and demand in the market (2) entrepreneurship as a process, Defining entrepreneurship in terms of the entrepreneurial process has provided a popular context for entrepreneurship research and is represented in the literature through two different approaches the first one is that the sequence of events related to new venture creation and the second is that the process involving opportunity identification and evaluation and (3) the entrepreneur as an individual , Past research about the individual entrepreneur can be divided into three distinct streams (I) trait orientation, The trait approach to entrepreneurship has been pursued by many researchers in an attempt to separate entrepreneurs from non-entrepreneurs and to identify a list of character traits specific to the entrepreneur (McStay 2008), (II) behavioral perspectives, The entrepreneur has been held in high esteem as an individual with the ability to recognize, exploit and act on profit opportunities not seen by others. This is a behavior that intrigues researchers seeking to understand more about new venture creation (Bygrave & Minniti 2000).and (III) the cognitive processes. Research into the cognitive processes of entrepreneurs attempts to understand more about the how entrepreneurs think (Mitchell et al., 2007) and considers the ways entrepreneurs process information (Baron 2004).

Cognitive perspective is utilized in this study to evaluate the entrepreneurial motivation and self employment intention among undergraduates. Entrepreneurial cognition, People sort and make sense of all the information they perceive through cognition. Perwin (2003) defined cognition as: “The person’s thought processes, including perception, memory, and language – the ways in which the organism processes information.” Through this process people construct cognitive schemes (Kelly 1955), sometimes referred to as mental maps (Senge, 1990). Studying the cognitive process and the cognitive schemes is important, because it helps to understand what we perceive as relevant in new knowledge, how we process information and how we structure it (Krueger 2007). Studying entrepreneurial cognition includes studying how entrepreneurs use cognitive maps to process information relating to starting and running a business (Mitchell et al. 2007). And Entrepreneurial cognition is believed to be the explanation as to why some people become entrepreneurs while others do not, and why some people recognize opportunities which other fail to see (Shane & Venkataraman 2000).

Nuttin (1984) defined motivation as: “the dynamic and directional (i.e. selective and preferential) aspect of behavior. Traditionally, motives have been studied in order to answer three kinds of questions: (I) what activates a person, (II) what makes him chose one thing over another and (III) why do different people respond differently to the same stimuli. These questions give rise to three important aspects of motivation: activation, selection-direction, and preparedness of response (Perwin 2003). Existing motivational theories can be divided roughly into drive theories and incentive theories. Drive theories suggest that there is an internal stimulus, e.g. hunger or fear, driving the person and that the individual seeks a way

to reduce the tension. The need for tension reduction thus represents the motivation (Festinger 1957). Incentive theories on the other hand emphasize the motivational pull of incentives, i.e. there is an end point in the form of some kind of goal, which pulls the person towards it, such as achievement motivation. In other words, in drive theories the push factors dominate, while in incentive theories the pull factors dominate. The cognitive approach to personality psychology has traditionally emphasized the pull factors and the incentive nature of motives (Perwin 2003). Furthermore, motivation can be intrinsic and extrinsic. Intrinsic motivation refers to a personal interest in the task, e.g. achievement motivation. Extrinsic motivation refers to an external reward that follows certain behavior (Perwin 2003). Intrinsic motivations thus include a large proportion of self-development and self-actualization. Note however, intrinsic and extrinsic motivations are not mutually exclusive; one can be motivated by both for performing an act (Nuttin 1984).

As noted when looking at different kinds of motivations, we can understand a person's behavior only when we put it into a context. We have to look at how he perceives his initial position, i.e. his construction of the behavioral world, and what goals he sets. We can understand his motivation and behavior only in that context. In other words, the behavior or the motivation has to be put in relation to something else and this is exactly what Nuttin (1984) argues in his relational model of motivation. He suggests that we should study motivation in the context of the individual-environment relationship. How a person behaves and what is perceived as being motivated depends on the person's cognition of the environment and his interaction with it. Motives, goals and plans do not arise from empty nothingness; they are shaped by their interaction with the environment (Huuskonen 1989).

Motivation, however, is not a static state: people's motives change throughout their life. Something which is started for one reason may continue for another. The importance and impact of goals has gained a lot of attention in motivational research (Locke & Latham 2002). Being capable of changing goals and motives are in fact a way for people to adjust to changing situations. As Nuttin (1984) points out, motivation is shaped in the individual environment context. If environmental factors change individuals need to be able to alter their motives in order to cope with and make sense of the new situation.

The individual's decision to become an entrepreneur (self employment intention) is sometimes assumed to depend on personality traits: "If you have the proper personality profile, you will become an entrepreneur sooner or later". This is what Shaver & Scott(1991) called the "personological" approach, which seems to have proved largely fruitless in predicting start-up decisions by individuals (Liñán & Santos 2007). Therefore, the entrepreneurial behavior could be considered as a type of planned behavior for which the intention models are ideally convenient, In which planned behavior denotes that creating a new company requires time, involving both considerable planning and a high degree of

cognitive processing (Krueger ,Reilly & Carsrud, 2000). Furthermore, Theory of Planned Behavior (TPB, Ajzen 1991) has become the most frequently used theoretical framework in recent studies of entrepreneurial intention (Gelderen et al. 2006). In which, interaction between social and personal factors is focused, and also intention is considered as the function of the attitude towards the behavior, the subjective norm and the perceived control. Furthermore, Ummah (2009) proposed the four key drives that energize one's intention toward the self- employment, such as Desirability of Self employment, Feasibility of Self employment, Tolerance for Risk and Perceived Government Support. Furthermore, Ummah (2009) suggested that policy makers and educators should consider the factors influencing the desirability of self-employment to energize one's intention towards self-employment.

H₁: There is a significant impact of Entrepreneurial Motivation on his or her intention to become an entrepreneur.

H_{1a}: There is a significant impact of individual's desirability for self employment on his or her intention to become an entrepreneur.

According to Wang (2001), individual's Perception of feasibility of entrepreneurship is the key predictor variable to predict the self employment intention. Further, Ummah (2009) pointed out the key factors to determine the feasibility of self employment among management undergraduates, such as self-efficacy, business knowledge, family and others' encouragement and innovative mind.

H_{1b}: There is a significant impact of individual's feasibility for self employment on his or her intention to become an entrepreneur.

McMullen and Shepherd (2006) posited that uncertainty, as a stream of research in the entrepreneurship literature, has taken two paths. One path is the level of uncertainty about an unknown future for those deciding to act or not (Gaglio & Katz 2001). The second and most popular path is the view of an individual's willingness to bear uncertainty as an attitude toward risk-taking (Douglas & Shepherd 2000). Either way, an individual requires knowledge (to evaluate the level of uncertainty) and motivation (as a willingness to bear uncertainty) (McStay 2008). And perceived government support is also the most important predictor variable to predict the self-employment intention among undergraduates, especially in Sri Lankan context (Ummah, 2009). Therefore, she suggested the government officials in Sri Lanka to provide the financial support, advisory support, technical assistance, and awareness & training programs to management undergraduates in island wide to induce the self employment intention.

H_{1c}: There is a significant impact of individual's tolerance for risk on his or her intention to become an entrepreneur.

H_{1d}: There is a significant impact of perceived government & non government support for self employment on his or her intention to become an entrepreneur.

5 Methodology

5.1 Data Sources

Primary and secondary data were used for this study. Primary data were collected through the questionnaire & structured Interviews. Secondary data were collected from, texts, journals and magazines.

5.2 Research Design

This study used a mixed methods design, which is a procedure for collecting, analyzing and “mixing” both quantitative and qualitative data at some stage of the research process within a single study, to understand a research problem more completely. A major tenet of pragmatism is that quantitative and qualitative methods are compatible. Thus, both numerical and text data, collected sequentially or concurrently, can help better understand the research problem (Ivankova & Stick 2007)

While we design a mixed methods study, three issues should be considered: (1) Priority, It refers to which method, either quantitative or qualitative, is given more emphasis in the study ; (2) Implementation, It refers to whether the quantitative and qualitative data collection and analysis comes in sequence or in chronological stages, one following another, or in parallel or concurrently; (3) Integration, It refers to the phase in the research process where the mixing or connecting of quantitative and qualitative data occurs (Creswell, Plano Clark, Guttman, & Hanson 2003).

The priority in this design was given to the quantitative method, because in this study the quantitative research was used to answer the research question as “What extent Entrepreneurial Motivation influences on Self employment Intention among Management undergraduates.” On the other hand Qualitative study was used to focus on in-depth explanations of Quantitative results. And also both quantitative and qualitative data collection were conducted by the researcher concurrently. Finally, quantitative and qualitative methods were well integrated. Interview questions in the qualitative study were developed with the support of concepts and variables in the quantitative approach. Further, the results of the two phases were also integrated during the discussion of the outcomes of the whole study.

5.3 Sampling frame work

In the quantitative approach, the survey instrument in the form of close-ended questionnaire was developed for the purpose of collecting the main data for the study. The study was limited to Management undergraduates in Jaffna University, Sri Lanka. Therefore, Stratified proportionate sampling method was adopted to select respondents. And researcher has taken the details of the management undergraduates in Jaffna University, with the permission of

the Dean, Faculty of Management Studies and Commerce, University of Jaffna, SriLanka. Researcher has issued one hundred and thirty (130) questionnaires for selecting the respondent. Out of one hundred and thirty (130) questionnaires, one hundred and twenty two (122) was returned; the response rate was 94%. Then, Out of one hundred and twenty two (122), one hundred and seventeen (117) was used for the study purpose.

Table 1 Sampling Frame Work.

Year of Study	Population (Registered no of Students)	Percentage	Sample size
1 st Year	309	*	*
2 nd Year	142	25%	34
3 rd Year (1 st semester)	137	25%	34
3 rd Year (2 nd semester)	134	25%	33
Final Year	64	25%	16

Under the case study approach, especially six final year students (Three male & three female students) and six scholars in the entrepreneurship academic field (Three male senior lecturers & three female senior lectures) from the Faculty of Management Studies and Commerce were interviewed by the researcher with the help of the structured questions. Separate questions for students and scholars who are involved in the entrepreneurial field were prepared by the researcher to support to the findings of quantitative analysis. When researcher selected the interview respondents, researcher has used the judgmental Sampling. Researcher has the four year real experience with respondents. Therefore he has ability to judge the proper respondents.

5.4 Instrument development

The research instrument used in this study is composed of two parts .The part one included a number of demographic questions such as gender, family average monthly income, year of study, business experience & native place. The second part involved with the entrepreneurial motivation and self employment intention among management undergraduates. Entrepreneurial motivation was measured by four dimensions from Ummah (2009), namely (1) Desirability of self – employment (2) Feasibility of self employment (3) Tolerance for risk (4) Perceived government support. Self-employment intention is measured by using four questions from Olufunso (2010). All items were measured by responses on a five-point Likert scale of agreement with statements, ranging from strongly disagree (1) to strongly agree (5). In the qualitative approach (Case study approach), Interview questions are prepared by the researcher to students and scholars separately.

6 Results and Analysis

6.1 Data analysis method

Statistical methods have been employed to compare the data collected from 117 respondents. These methods include inferential statistics, which involves in drawing conclusions about a population based only on sample data. It includes multiple regression analysis; it is used to find out the significant impact of Entrepreneurial motivation on Self employment intention.

6.2 Reliability

The internal consistency of the research instrument should be tested by reliability analysis (Ndubisi 2006). Nunnally (as cited in Ahsan et al., 2009) suggested that the minimum alpha of 0.6 sufficed for early stage of research. The cronbach's alpha in this study were all much higher than 0.6, the constructs were therefore deemed to have adequate reliability. (Overall Cronbach alpha value was 0.724.)

Table 2 Reliability estimates

Dimensions	Cronbach's alpha value
Self employment Intention	0.714
Desirability of Self employment	0.644
Feasibility of Self employment	0.675
Tolerance for Risk	0.664
Perceived Government & Non government support	0.688

6.3. Normality of data

Normality data should be tested before conducting the inferential statistics (Ahsan et al., 2009).According to the "Test of Normality" all the variables in this research were in 0.05 level significant. Therefore the normality assumption is the valid one.

6.4. Multi-Co linearity

Two major methods were used in order to determine the presence of multi-co linearity among independent variables in this study. These methodologies involved calculation of a Tolerance test and variance inflation factor (VIF) (Ahsan et al., 2009). The results of these analysis are presented in table 3. Test of Co linearity.

Table 3 Test of Co linearity

Variable	Tolerance	VIF
Desirability of Self employment	0.746	1.340
Feasibility of Self employment	0.741	1.349
Tolerance for Risk	0.701	1.427
Perceived Government & Non government support	0.792	1.263

According to the table 3. Test of Co linearity, None of the tolerance level is $<$ or equal to 1; and also VIF values are perfectly below 10. Thus the measures selected for assessing independent variable in this study do not reach levels indicate of multi-co linearity and also the acceptable Durbin Watson range is between 1.5 and 2.5. In this analysis Durbin Watson value of 1.853, which is between the acceptable ranges, Show that there were no auto correlation problems in the data used in this research. (for details please see table 4).

6.5. Regression analysis

The purpose of regression analysis is to find out the significant impact or influence of independent variable on dependent variable (Ndubisi, 2006). In this study, Entrepreneurial motivation is considered as independent variable or predictor variable, and the Self employment intention is considered as dependent variable.

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.448 ^a	.201	.172	.47841	1.853

Table 5 ANOVA table in the Regression analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.433	4	1.608	7.026	.000 ^a
Residual	25.634	112	.229		
Total	32.067	116			

Table 6 Coefficients table in the Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.832	.522		3.511	.001
Desirability of Self employment	.394	.106	.365	3.733	.000
Feasibility of Self employment	.073	.113	.063	.645	.521
Tolerance for Risk	.017	.099	.017	.167	.867
Perceived Government & Non Government Support	.106	.103	.098	1.029	.306

According to the table 4 Model Summary , Adjusted R square is 0.172. It means that there is a 17.2 % of the impact of the independent variable (Entrepreneurial Motivation) on the dependent variable (Self employment intention). From the table 5. ANOVA table in the regression analysis, Significant P value is 0.000. It is less than the significant level 0.05. Therefore, we can conclude that 17.2% of the impact is in the significant level.

From the Table. 6. Coefficients table in the Regression analysis, Beta value between Self employment intention and Desirability of self employment is 0.365. This is significant at 0.05 levels ($P < 0.05$). But the Beta value between Self employment intention and other predictor variables as Feasibility of self employment, Tolerance for risk and perceived government & non government support is 0.063, 0.017, and 0.098 respectively. These are not in significant level. The P values of these dimensions are greater than the 0.05 levels. Furthermore the Beta value between Tolerance for risk and Self employment intention is in the lowest level. However all the predictor variables have positive trend towards Dependent variable.

Finally, In terms of the Multiple Regression analysis, we can come to the conclusion that the predictor power of the Entrepreneurial motivation is in the weak level. The results of the regression analysis summarized in above tables show that Entrepreneurial motivation contributes significantly to Self employment intention ($F= 7.026$; $P < 0.05$) and predicts 17.2 percent of the variation found. Desirability of the self employment in the Entrepreneurial motivation contributes significantly to Self employment intention. And also self employment intention is not contributed significantly by Feasibility of Self employment, Tolerance for risk and perceived government & non government supports in the entrepreneurial motivation.

6.6. Hypotheses testing

Summary of the data analysis is given below through the hypotheses testing.

Table 7 Hypotheses testing

NO	Hypotheses	Results	Tools
H₁	There is a significant impact of Entrepreneurial Motivation on his or her intention to become an entrepreneur.	Accepted	Regression
H_{1a}	There is a significant impact of individual's desirability for self employment on his or her intention to become an entrepreneur.	Accepted	Regression
H_{1b}	There is a significant impact of individual's feasibility for self employment on his or her intention to become an entrepreneur.	Rejected	Regression
H_{1c}	There is a significant impact of individual's tolerance for risk on his or her intention to become an entrepreneur.	Rejected	Regression
H_{1d}	There is a significant impact of perceived government & non government support for self employment on his or her intention to become an entrepreneur.	Rejected	Regression

Note: All are significant at 0.05 levels.

7. Case study approach

7.1. Introduction to the case study approach

Case study approach was utilized in this study to support to findings of quantitative study and to enhance the knowledge base of the researcher in the entrepreneurship academic field. Due to that researcher has interviewed three scholars in the entrepreneurial study especially in Faculty of Management Studies & Commerce, University of Jaffna to get the valuable suggestion to enhance the entrepreneurial intention level among the management undergraduates. And also three final year management students were interviewed by researcher to get the information about the entrepreneurial intention level and what kind of motivational factors they should have to enhance the entrepreneurial intention.

7.2. Scholars' perspective of entrepreneurial intention

Scholars in the entrepreneurial academic field, in the University of Jaffna, they all approached the term entrepreneurship as it is the process of using private initiative to transform a business concept into a new venture or to grow and diversify an existing venture or enterprise with high growth potential. Entrepreneurs identify an innovation to seize an opportunity, mobilize money and management skills, and take calculated risks to open markets for new products, processes and services.

Further they stated that it is abundantly clear that entrepreneurship is important for economic growth, productivity, innovation and employment, and many countries have made entrepreneurship an explicit policy priority. As globalization reshapes the international economic landscape and technological change creates greater uncertainty in the world economy, entrepreneurship is believed to offer ways to help to meet new economic, social and environmental challenges. Entrepreneurship has gained additional attention in the current economic crisis, as it is widely viewed as a key aspect of economic dynamism. Economic crises are historically times of industrial renewal, or creative destruction, as less efficient firms fail while more efficient ones emerge and expand. New business models and new technologies, particularly those leading to cost reduction, often emerge in downturns.

They also pointed that combination of knowledge base and business experience is the foundation to produce the successful entrepreneurs. In the Jaffna district, entrepreneurs have the lack of business knowledge to emerge as most successful entrepreneurs in the national and international level. Knowledge gap should be fulfilled by the management undergraduates, because they have the tremendous business knowledge and business core competency in the fields of marketing, finance, accounting & human resource management in the systematic manner. But they have the lack of practical skills in the entrepreneurship field, due to that, most of the management

undergraduates generally prefer the government and private sector jobs in the market after their graduation. And also there are some barriers or obstacles to the management undergraduates especially in the Jaffna district such as lack of financial assistance, negative attitude of Jaffna people towards entrepreneur as a job title, lack of creativity idea, and lack of risk taking ability. Further, they suggested that management undergraduates should be motivated by the government official, non government organization and financial intermediaries to give the financial assistance, marketing infrastructure, other infrastructure like information technology, advising or consultancy services to enhance the intention level towards entrepreneurship.

7.3 Management undergraduates' perspective of entrepreneurial intention

Management undergraduates have focused the entrepreneurship as the innovative risk taking ability, further they all pointed that entrepreneurship is the multi- faceted concept and has evolved to include: self employment, small business, new ventures from scratch, new ventures within the organization, entrepreneurial management, an enterprising attitude (self knowledge and leadership skills), social entrepreneurship (not- for- profit) and so on.

They also pointed that entrepreneurs should have some important characteristics as need for independence, need for achievement, internal locus of control; ability to live with uncertainty and take measured risks, opportunity seeking, innovative, self confident, proactive rather than reactive, and self motivated. Furthermore they stated that entrepreneurial intention level of the management undergraduates are in the poorest level, and also they have to face more complex situation like lack of finance, consultancy service, academic support, parents support and also government and non government support to emerge as a successful entrepreneur in the island and international level.

Finally they suggested that educators, authorized officials in the higher education to change the curriculum of the management studies as the practical and research based. In which industrial training and research focus should be the most fundamental ones to enhance the tremendous base for entrepreneurial intention among management undergraduates. Further they suggested the government officials, nongovernmental firms, policy makers to enhance the entrepreneurial intention among the undergraduates through the proper training program, skill development, financial assistance, and consultancy services on the entrepreneurial development.

8. Conclusion Recommendations

As we move forward into the 21st century it is important to reflect on the great contributions that entrepreneurs have made to the well being of our people and the wealth of our economy. Entrepreneurs occupy a central in a market economy. For it's the entrepreneurs who serve as the spark plug in the economy's engine, activating and stimulating all economic activity. Due to that we have focused on the study about the entrepreneurial motivation and self employment intention among management undergraduates in University of Jaffna.

Based on the quantitative and qualitative approach, the entrepreneurial intention level among management undergraduates are in the weakest level. And also constructs of entrepreneurial motivation as Desirability of self – employment, Feasibility of self employment, Tolerance for risk and Perceived government & non government support contribute to the self employment intention significantly. But only the 17 percent variation was found, it is the least contribution, remaining 83 percent contribution should be found. Due to that researcher has involved in to the qualitative study to identify the reason out to the lowest level of entrepreneurial intention .there are so many barriers behind the lowest level of intention towards entrepreneurship, such as lack of financial assistance, discouragement from parents, & social, lack of self confidence, lack of risk taking ability, family problems, financial problems, uncertainties in the business environment (political, economical, technological, & social) etc. Based on the findings from both quantitative and qualitative approach, we recommend to the government, non government organization, financial institutions, educators, and policy makers to provide the financial, marketing, social, technological infrastructures to the management undergraduates to enhance the entrepreneurial intention level.

Financial sectors and intermediaries should focus on the micro finance, insurance, leasing, other special loan scheme, and special accounts for entrepreneurs to give the financial infrastructures. Central bank of Sri Lanka also should focus these activities with the integration of commercial banks, licensed specialized banks, insurance companies, and leasing companies. Government of Sri Lanka should establish the separate ministry for the entrepreneurship. The particular ministry should focus its activities in the island wise through the opening of branches in the district wise. Nongovernmental organizations may give the consultancy and other supporting services to the emerging entrepreneurs in the Jaffna district. Further ministry of higher education, educators, and policy makers should focus on changing the curriculum of the management studies that should be based on the industrial training and research focus on the entrepreneurship.

Finally, we recommend that the entrepreneurship should be considered as the specialization subject along with marketing management, human resource management, financial management and accounting in the management studies program in the Faculty of Management Studies & Commerce, University of Jaffna. When we design the entrepreneurship as the specialization subject, we should focus on the following objectives from the various scholars in the entrepreneurial academic field (Hills 1988; Sexton & Kasarda 1992; Garavan & O' Cinneide 1994; Hisirich & peters 1998; Roach 1999, and Carolyn Browm 2000). Objectives are as follows.

- To increase the awareness and understanding of the process involved in initiating and managing a new business
- To increase students' awareness of small business ownership as a serious career option.
- Convince his/her student to become actively involved in entrepreneurship.

- Understand the dynamic nature of the world of entrepreneurship.
- Slow down the reality shock of the real world by means of formal or informal tuition.
- To acquire skills in the use of techniques, in the analysis of business situations, and in the synthesis of action plans.
- To identify and stimulate entrepreneurial drive, talent and skills.
- To undo the risk adverse bias of many analytical techniques.
- To develop the empathy and support for all unique aspects of entrepreneurship
- To encourage new start ups and other entrepreneurial ventures
- To develop various skills required by entrepreneurs as technical, business management skills, and personal entrepreneurial skills
- To develop the ability to recognize the business opportunities
- To develop the basic skills and knowledge to create an effective feasibility plan for a business venture
- To develop the ability to identify the various business entry strategies available to entrepreneurs
- To focus on the understanding of the skills needed and means available to collect the market information needed to evaluate the feasibility of a new business concept

In nutshell, we can point that entrepreneurial education and the training is the best strategy to enhance the entrepreneurial intention among undergraduates. Because, entrepreneurial education and training generally focus on the three dimensions as knowledge, skills, and attitudes in the entrepreneurship.

9. Directions for further Study

This research focuses on the undergraduates in the one particular stream, especially in one particular state university in the country; therefore further research in other streams, and state & private universities in the national and international level may be necessary before generalization can be made on the entrepreneurial intention level of the undergraduates in the entire world.

In this study, entrepreneurial motivation contributes significantly to self employment intention and predicts 17 percent of the variation found. Remaining 83 percent of the variation should be found. Due to that, an important future research direction is to find out the key factors to determine the entrepreneurial motivation among the undergraduates in University of Jaffna

through the factor analysis. Finally, this study focuses on the prediction of self-employment intention, not realization of these intentions. Future longitudinal research will be recommended to find out the connection between behavioral intention and subsequent behavior.

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