



Sveriges lantbruksuniversitet  
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# Entrepreneurship, self-employment and job creation in Vietnam

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**Master's thesis • 30 credits**

Agricultural Economics and Management- Master's Programme  
Degree project/SLU, Department of Economics, 1262 • ISSN 1401-4084  
Uppsala, Sweden 2019

# Entrepreneurship, self-employment and job creation in Vietnam

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**Credits:** 30 hec  
**Level:** A2E  
**Course title:** Master thesis in Business Administration  
**Course code:** EX0904  
**Programme/Education:** Agricultural Economics and Management -  
Master's Programme 120 hec  
**Course coordinating dep.:** Department of Economics

**Place of publication:** Uppsala  
**Year of publication:** 2019  
**Name of Series:** Degree project/SLU, Department of Economics  
**Part number:** 1262  
**ISSN** 1401-4084  
**Online publication:** <http://stud.epsilon.slu.se>

**Key words:** entrepreneur, entrepreneurship, job creation, self-employed,  
Vietnam

# Abstract

Entrepreneurship has contributed to the social, economic development. A wave of entrepreneurship has been witnessed in emerging countries, including Vietnam. It is considered as one of the most important concerns of the Government to boost the economy. The aims of this thesis are to understand the motivations for Vietnamese to become entrepreneurs, the relationship between entrepreneurship with self-employment as a career choice, and the contribution to job creation. The study is based on the push and pull effects theory and entrepreneurship and its relationship with self-employment and job creation. The main method in the study is a qualitative approach through conducting four semi-structured interviews with Vietnamese entrepreneurs from different business areas. The key finding is that Vietnamese take into consideration both push and pull effects to become entrepreneurs. However, pull effects are more considerable than the push effects. Entrepreneurs own a high work effort, and independent attitudes, whereas the attitudes to risks are varied from different entrepreneurs. Furthermore, they are all aware of the role of entrepreneurial activities in job creation.

# Sammanfattning

Entreprenörskap bidrar till såväl social- som ekonomisk utveckling och en våg av entreprenörskap har iakttagits i utvecklingsländer – bland annat i Vietnam. Att uppmuntra och stödja entreprenörskap ses av den vietnamesiska staten som avgörande för en positiv utveckling av samhällsekonomin.

Målen med föreliggande studie är att analysera de motivationsfaktorer som gör att vietnameser väljer att bli entreprenörer, varför de väljer att bli entreprenörer, samt hur detta bidrar till skapandet av arbetstillfällen. Studien baseras på teori rörande 'push and pull'-effekter, entreprenörskap och dess samband med egenföretagande och skapande av arbetstillfällen.

Den kvalitativa studien genomfördes genom fyra semistrukturerade intervjuer med vietnamesiska entreprenörer från olika samhällssektorer. Den huvudsakliga slutsatsen är att de vietnamesiska entreprenörerna tar hänsyn både till 'push-' och 'pull'-effekter då de strävar efter att bli entreprenörer. Av dessa effekter utgör den senare en större påverkansfaktor än den förra. Entreprenörerna kännetecknas av en vilja att arbeta hårt och därmed vara oberoende, men inställningen till risktagande skiljer sig mellan de olika entreprenörerna. Slutligen framkom att de studerade entreprenörerna var väl medvetna om sambandet mellan entreprenöriella aktiviteter och skapande av arbetstillfällen.

# Abbreviations

ACCA: the Association of Chartered Certified Accountants

IELTS: the International English Language Testing System

GDP: Gross Domestic Product

GNI: Gross National Income

SLU: The Swedish University of Agricultural Sciences

SME: Small and Medium-sized Enterprises

UK: United Kingdom



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# 1 Introduction

The promotion of entrepreneurship is considered as a mean to foster social economic development, innovation and employment growth (Zoltan et al., 2008). There is a dynamic correlation between economic growth and entrepreneurship in which one generates the other (Plehn-Dujowich, 2004). Entrepreneurship is also an engine to push the emerging economies forward with fast growth to become major economic forces (Garry et al., 2008). These economies are characterized by expansion in the economic foundation and increasing market orientation. The total population in those emerging economies accounts for a billion people who experience less than \$530 per capita annual GNI (Gross National Income), (Garry et al., 2008). The seven largest emerging economies, which is also known as E7 are Brazil, China, India, Indonesia, Mexico, Russia and Turkey (PWC Russia, 2017). By 2050, the E7 can contribute to 50% of the world GDP (Gross Domestic Product) whereas the G7 (Canada, France, Germany, Italy, Japan, the United Kingdom and the United States) will contribute only 20% to the world GDP (ibid).

The 21st century has witnessed a wave of entrepreneurship in many countries, especially in emerging economies (World Bank, 2018). Vietnam now is viewed as one of the most dynamic emerging countries in South East Asia (ibid). Vietnam, over the period to 2025, is predicted to be the world's fastest-growing large economy. This rises Vietnam to the 20th in the global GDP rankings by that date (PWC Russia, 2017). The country's economy is performing well with robust growth, which boosts job creation and income growth. Herman (1987) defined growth: *“growth means quantitative increase in the scale of the physical dimensions of the economy; i.e., the rate of flow of matter and energy through the economy (from the environment as raw material and back to the environment as waste), and the stock of human bodies and artifacts.”* In order to achieve growth, Vietnamese history has witnessed many changes and challenges.

After the Vietnam War came to an end in 1975, the economy in Vietnam entered into an era of peaceful development (Bui, 2000). During the post-war period, the central function of the state's economic administration was industrial planning (Nguyen et al., 2014). The Government defined input and allocated output for the entire economy, and the private entrepreneurship was not organized (ibid). In the 6<sup>th</sup> National Congress in 1986, Vietnam's Communist Party made a remarkable decision to transform the country from a centrally planned economy towards a socialist-oriented market under state guidance (Beresford, 2008) – also known as Doi Moi (or Renovation) where the private businesses and foreign-owned companies are now encouraged to develop and expand (Nguyen et al., 2014). Since 1986, the Doi Moi reform has made the changes and reformed and renovated the country's economy, the development record since then is significant (Vuong & Tran, 2009). The Government collaborates with private sectors in many areas of the economy: agriculture, education, technology, infrastructure and services. The centrally planned economy without any private sectors now has experienced an influx of private companies and foreign investment (McKinsey & Company, 2018).

Some of the important achievements are as follows: In the report of *outperformers: high-growth emerging economies and the companies that propel them* from McKinsey & Company 2018, the outperformed group economies are characterized by strong and sustained growth with the achievement of more than 3.5% per capita GDP growth over 50 years and 5% over 20 years. By 2016, those economies cover 30% of the global share. Vietnam is ranked in the top seven outperforming economies for connectedness to foreign markets (ibid). Manufacturing has performed as a very powerful engine of growth in the economy and employment. To be more specific, together with Bangladesh, China, Turkey and Indonesia, those five countries account for 51% of global growth in textile and apparels exporting just within the past five years from 2013 to 2018 (ibid). Vietnam has also received more than 15\$ billion in foreign investment since 2010 in electronical equipment (ibid).

## 1.1 Problem background

The Doi Moi has brought a phenomenal transition toward a market-oriented model, in which an entrepreneurial spirit has cultivated a new wave of economic growth (Vuong & Tran, 2009). Entrepreneurs play a double role in the economy (Gawe, 2010). In this study, firstly, to be more specific, entrepreneurial activity is a form of economic activity which is opposite with being a worker. Based on the theory of career choice, everyone can choose to be an entrepreneur or paid worker (ibid). However, the difference between them is that entrepreneurs receive profits which are associated with risk, whereas workers receive salaries without risk. In this context, being an entrepreneur is to leave the labour market. Accordingly, the increase in entrepreneurial activities links to the decrease in employment. Secondly, on the other hand, entrepreneurs utilise the production factors, labour and capital. Their enterprise's growth is in relationship with the need for employing workers. Therefore, the high level of entrepreneurial activity may lower the level of unemployment and also lead to a high level of paid employment (Ibid). The latter is much more obvious in Vietnam's economy. For the period from 2005 to 2008, there was a sharp rise in new ventures from 21.632 to 49.918 (Enrico & Tran, 2012). This period also has witnessed a reduplication of new entrants in the period of 2000-2004.

Recently, entrepreneurship is considered as one of the top prominent concerns in the Government (Le, 2017). There are some supporting programs from the Government to foster entrepreneurial activities. One should be taken into account is when the Enterprise Law was passed in 1999, it relaxed many regulations for business startup in this country (Vuong & Tran, 2009). This law was considered as a key factor to increase the number of new enterprises (ibid). One of the significant points is to simplify the administrative procedure to start a new venture which entails the elimination of the minimum requirement for capital and adapt many new forms of enterprises (Enrico & Hien, 2012). Accordingly, the National Statistic has shown that the entrepreneurial environment in Vietnam is lively (Vuong & Tran, 2009). For example, there are more than 110,100 new ventures that have been established in 2016, which then contributes to creating more than 1.3 million jobs in Vietnam (Le, 2017). Small and Medium Sized Enterprises (SMEs) are considered as the main source for job creation in developing countries (McKinsey & Company, 2018). Vietnam focuses on creating innovation hubs (McKinsey & Company, 2018) whose mission is to foster innovation through promotion for learning and sharing ideas (Gryszkiewicz & Friederici, 2014).

There are many motivations for Vietnamese to be entrepreneurs. One result when Vietnam switched to a market economy is that the Vietnamese state no longer provides employment opportunities for all (Boothroyd & Pham, 2000). So the young people aged from 16 to 30 are encouraged to create job opportunities for themselves and even for others (ibid). Benzing et al., (2005) state that the ability to provide jobs for themselves and family members, gaining public recognition, and proving for their ability to run their own business successfully have motivated Vietnamese to become entrepreneurs. The choice to become an entrepreneur as a road to self-employment is affected by many factors. For the Vietnamese workers, their choice to be self-employed or becoming paid workers are related to their educational level, experiences, background and differences of expected earning (Do & Génard, 2008). Even though they have to accept the personal financial risks, they gain benefits from the potential success of their business (Gerry et al., 2005). The entrepreneurial process is influenced by the entrepreneur's individual characteristics: risk-taking willingness (Franziska & Javier, 2017) and preference for independence (Evan & Dean, 2002).

However, entrepreneurship in Vietnam is a relatively new concept (Tran & Thanh, 2015). The term of entrepreneurship for the first time appeared in the Consitution 2013 (ibid). The percentage of young Vietnamese people have entrepreneurial intentions than middle age population (ibid). Vietnam economy should focus more on young people to build programs to promote entrepreneurial activities (ibid). Tran and Thanh 2015 also claim that to promote business startup through enhancing the current promoted programs and designing effective supported programs in the future, the policymakers have to determine the influencing factors to entrepreneurial intention.

## 1.2 Problem statement

The empirical problem, as mentioned above, has shown that there is a need to understand the entrepreneurial activities in Vietnam to foster it through implementing the promoting policies. Moreover, the theoretical and empirical studies to understand the role of entrepreneurship haven't been so solid yet (Naudé, 2013). Most of the empirical work focuses on the influence of spatial components to entrepreneurship just in developed countries; meanwhile the concentration in emerging economies still remains limited (ibid). The characteristics of self-employment and motivation for entrepreneurial activities are widely documented in the literature. However, most of those studies have been taken place in industrialised countries, whereas the case in developing countries needs more interpretations (Do & Génard, 2007).

While there are many studies on the importance of entrepreneurship for small businesses, the role of entrepreneurs in job creation has received less attention (Møller, 2009). The evidence concerning the relationship between the contribution of self-employment to the growth of economic and employment is not conclusive (Cueto., 2015). For example, some state that there is no relationship between entrepreneurial activities and employment creation (Van Stel and Storey, 2004).

On the other hand, some believe that self-employment is correlated with employment and income growth (Stephens and Partridge, 2011). Arauzo Carod et al. (2008) state that there is a positive effect of newly established business and employment growth in the manufacturing area. With some positive achievement of the Vietnam economy mentioned in the previous part, the study is on the side of the positive relationship between entrepreneurship, self-employment and job creation. In this respect, this raises interest to understand the correlation between entrepreneurship with job creation and the factors that motivate entrepreneurial activities as a career choice for self-employment.

The problem will be divided into three parts: motivations of entrepreneurs in Vietnam and secondly the relationship between entrepreneurship and self-employment, finally the role of entrepreneurship and job creation.

### 1.3 Aim and research questions

The aim of this study is to focus on finding the motivations for entrepreneurial activities and the contribution of it to the labour market in terms of self-employment and job creation. Entrepreneurship plays an important role as a generator for new business ideas which then creates more job opportunities. Therefore, it is necessary to understand the drives for entrepreneurial activities before promoting any changes to foster those activities among Vietnamese.

In order to fulfil the aim, the main research questions are:

1. What factors drive the Vietnamese to start up a business?
2. What makes self-employment as a career choice for people with entrepreneurial intentions?
3. How do entrepreneurial activities contribute to job creation?

### 1.4 Delimitations

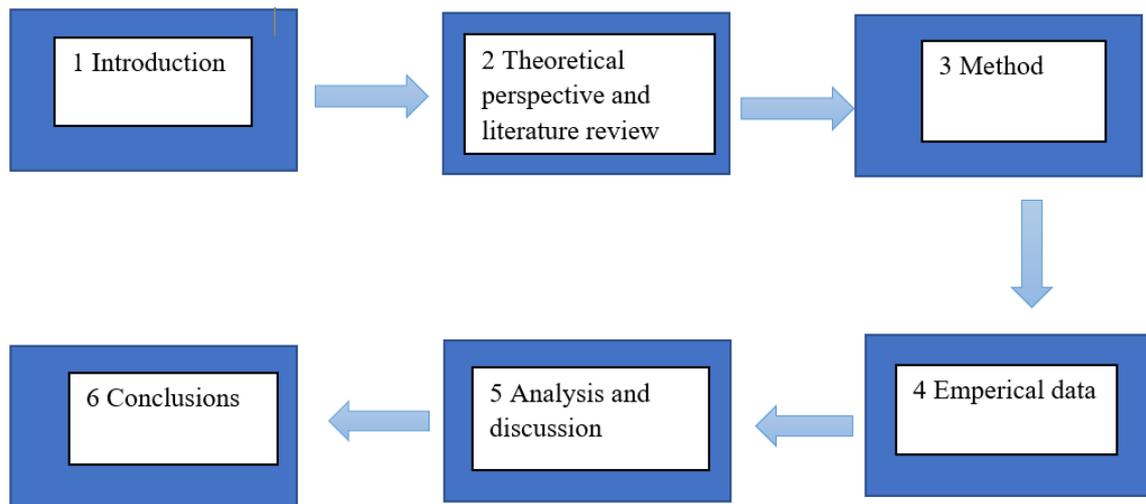
The study includes some delimitations. Concerning the theoretical delimitation, Clayton (2010) argues that the entrepreneurship research area is still in the development process to provide an in-depth understanding of a social phenomenon. Therefore, there is a present consciousness about delimitations.

The study is also empirically delimited to Vietnam. The thesis focuses on young entrepreneurs aged around 30. The personal properties such as education, networking, family and gender are considered as a delimitation. This is because it will be more interesting to understand those factors to the motivations to become entrepreneurs and its impacts on the attitudes to self-employment as a career choice.

Regarding the methodological delimitation, the empirical data collection is limited to four semi-structured interviews with entrepreneurs whose business is in the South of Vietnam, not the whole country. Therefore, it does not reflect all the different entrepreneurship approaches from different regions of the entire country. The in-depth analysis for choosing this method with pros and cons is elaborated in the method chapter. The context is in Vietnam only so the empirical result is the only representative for the case studies in these regions. With only four entrepreneurs, it is difficult to generalise the findings. In the best efforts, the study's results give an outlook about the current entrepreneurial activity in Vietnam and the process of creating new jobs even in term of self-employment or more job opportunities.

## 1.5 Structure of the report

The report proceeds as follows: Firstly, the next chapter focuses on the discussion the theoretical background and literature which explains the foundation's concept from previous research on entrepreneurship and the relationship of it with self-employment and job creation. The third chapter describes the method for data collection which is mainly from interviews. The fourth chapter presents the empirical data, before reaching to the fifth chapter which is dealing with analysis and discussion. Finally, chapter six delivers conclusions.



*Figure. Structure of the report*

## 2 Theoretical perspective and literature review

This chapter presents relevant theories to the study. The chapter goes through the concept of entrepreneurship with a definition and basic information in 2.1, then self-employment and entrepreneurship in 2.2 and job creation and entrepreneurship in 2.3.

### 2.1 Entrepreneurship

#### *What is entrepreneurship?*

Entrepreneurship is defined as the creation of new enterprise (Murray & Ian, 1988). “*Entrepreneurship is a creative process in which individuals engage in some form of generative learning*” (Chaston & Scott, 2012). This activity allows the gain of new knowledge (Popper & Lipshitz, 1998). When the new knowledge links with the existing understanding and business experience of the individual, it results in the generation of new ideas (Oguz, 2001).

Entrepreneurs are those who carry out new combinations in the form of new products, markets, processes, sources of supply, or organisational forms (Jess et al., 1999).

#### *Nature and classification of entrepreneurship*

The nature of entrepreneurship: Morris (1998) introduces seven perspectives for the nature of entrepreneurship. Firstly, Morris (1998) introduces the concept for the relation between entrepreneurship and wealth creation in the assumption of risk-taking and exchange for profit. Secondly, the creation of the enterprise is determined when the entrepreneur finds a new business where there is no before. Thirdly, innovation is introduced where entrepreneurship is associated with resources which makes the current methods or products obsolete.

Fourthly, entrepreneurship also includes creating changes through adjusting and modifying the approaches and skills in order to meet the ever-changing requirements in the business environment. Fifthly, entrepreneurship also considers the rising of human capital in the production factors. Sixthly, entrepreneurship is considered as a process of creating value from untapped resources. Finally, it is also viewed as strong positive growth in all terms of operation: sales, income, assets, production and human capital.

There are six distinct attributes for entrepreneurship (Morrison et al. 1999) which are respectively:

- *An economic function:* entrepreneurship is considered as a process taking risks and giving a financial return for the individual entrepreneur
- *Ownership structure:* the individual entrepreneur is viewed as the owner and leader to the organisation he founded.
- *Degrees of entrepreneurship:* the entrepreneurial intensity is classified through some variables: firm size, personal financial risk, innovation and creativity and growth.
- *Resource base view:* the entrepreneurial process concerns the resource allocating to build the innovation and strategic growth for the firm.
- *Size and life cycle of the firms:* the environment plays an important role in the life cycle dimension of good or service. In a highly competitive market, innovation is very imperative for sustainability.
- *Consolidation approach:* considers the reevaluation of the operational process within the organisation to promote change which then helps to create competitive stances in its marketplace.

## 2.2 Motivations to become entrepreneurs

There are various motivations to become an entrepreneur. They are divided into push and pull factors (Hakim, 1989). The push factors are more related to individual characters or external aspects and often have negative connotations whereas pull factors are those that direct people to start a business, for example: seeing opportunities. However, individuals enter into entrepreneurship, mainly due to pull factors rather than push factors (Orhan and Scott, 2001). This is due to the fact that enterprises formed by entrepreneurs with push factors are less successful than those experienced pull factors (Amit and Muller, 1995).

The push theory states that the negative factors play an important role in pushing individuals to become entrepreneurs (Gilad and Levin 1986). In another way, those factors are called negative external forces: job dissatisfaction, insufficient income, tight working schedule and difficulties to find employment. Push factors are associated with macro-level aspects which produce a necessary driven orientation (Kariv, 2011). Some of the push factors are, for example: discrimination in the labour market, dissatisfaction in a prior or current job and unrewarding relationships with other co-workers. In the study of Kirkwood (2009), it was said that there was dissatisfaction with a job at different levels: bad experiences or difference from organisational culture. Some people do not agree with the way their employers are running the business, and they are so intensive that they want to show their previous employer the way to manage a business and compete with them. However, on the other side, some entrepreneurs (mostly the male ones) receive assistance from their previous employer to start their own business (ibid). For female entrepreneurs, concern for children well-being motivates them to create a new venture (ibid).

Kirkwood (2009) points out five pull factors that are important motivators to start entrepreneurial activities: independence, money, challenge, opportunity recognition and lifestyle. In which, the first two components are more discussed than the others. To be more specific, the study states that all entrepreneurs desire independence as they aspire to control their destiny and want to be their own boss. In addition, monetary motivation is significantly important. Entrepreneurs have different financial goals, for example: provide finance for their children or increase income. The three later factors are less motivating (ibid). In this study, female entrepreneurs are more motivated by challenge than male. Seeing opportunity and lifestyle are less often mentioned. De Freitas (1991) suggests that pull factors are often related to an opportunity to drive orientation, or the environmental factors which promote to earn more from the entrepreneurial path, for example: earning money, independent and tracking their work with their interests.

## 2.3 Entrepreneurship and self-employment

People do not start their business to become rich as income is not the significant determinant to the intention of entrepreneurs (Evan & Dean 2002). According to their study, they analyse the effects of people's attitudes to the intention to start up their own business. The human decision-making utility models indicate that individuals will choose the action which can promise them to achieve maximal utility which derives from income and work conditions. In the occupational choice context, individuals expect to gain utility from income. The other expectation is either utility or dissatisfaction from work effort, risk attitudes and independence and other conditions (Douglas and Shepherd 2000). This section focuses on covering the attitudes of the individual to work efforts, risks and independence to their career selection.

### *Attitudes to work efforts*

MacDonald (1984) assumes that individuals have different degrees of aversion to work efforts. Work effort is simply measured as the product of working hours and working intensity (Evan & Dean 2002). It is defined as the expenditure from the mental and physical effort in the workplace. Individuals with few non-work leisure interests will be less happy with the same income, and the same job assignments create more physical or even mental dissatisfaction than the others. Bird & Jellinek (1988) claim that entrepreneurs are willing to work more hours and enjoy their works though the promise of financial gain is less. They also work harder and put their new venture prior to their personal life or even families (Hofer 1976; Schein 1987).

### *Attitudes to risks*

Banerjee & Newman (1993) consider that risk attitude is the most crucial determinant of entrepreneurship. The more positive attitude to independence and risk, the stronger the intention to be an entrepreneur (Evan & Dean 2002). This is explained by the fact that a person with a higher tolerance to risk will gain higher residual for his contribution to the venture 's profit made by virtue of his positivity to risks. Self-employed people are supposed to be more risk takers, says Knight (1921). Ree and Shah (1986) state that the variances of earnings for them from the benefits of the entrepreneurial activities are over three times more than earning of paid employees. These workers are risk-free, whereas entrepreneurs gain profit by bearing the failure risk (Banerjee & Newman 1993).

### *Attitudes to independence*

Independence is particularly higher for the self-employment career option (Bird 1989). The people who are more positive thinking and have a stronger preference for decision-making autonomy will have a higher intention to become entrepreneurs (Evan & Dean 2002). They will also spend time on looking for self-employed opportunities in their environment. If employees are averse to independence, they only want to be self-employed when they find that the utility from additional income more than offset the extra work dissatisfaction, independence and risk (ibid).

## **2.4 Entrepreneurship and job creation**

Unemployment is measured as the ratio of unemployed workers to the total of labour force (Mouhammed, 2010). The unemployed are willing and able to work but can't find a job. There are two types of unemployment: voluntary and involuntary. The first type describes those people who decide to out of the job market for some reasons: searching for better jobs, vacation, etc. The latter type describes those people who are able to work and willing to work; however, they can't find the jobs due to uncompetitive skills, or lack of market needs (ibid).

Even though Schumpeter (1934) did not provide any explicit unemployment theory, his business cycle theory shows how unemployment can be decreased. When entrepreneurs innovate something new in all forms: a product, a market, a production method, etc, then they increase investment in order to materialise those innovations. Accordingly, investment expenditures will lead to the demand increasing for economic resources and consequently, the prices increase. Continuously, the other entrepreneurs will act as the leaders by adopting the innovations. Therefore, material and labour are employed to make new items. As a result, wages are increasing and the rate of unemployment declines with the assumption that the new employment creation out-weights the employment destruction as a result of innovations.

Entrepreneurs are considered to be an important role in job creation (Møller et al., 2009). They are small business owners, besides innovators, also considered as potential job creators (Rotcha, 2012). Besides the enviable benefit of entrepreneurship is to create self-employment and being your own boss, it also creates more jobs for others and hence reduce the rate of unemployment for the economy (Deodat, 2009).

By finding and running a new business, even though there is no innovative act, the entrepreneurs are still expected to create value and job (Rotcha 2012). The value creation enhances the factor productivity which contributes to promoting the factor utilisation and intensity in the production process (Deodat, 2009). As a result, jobs are generated both inside and outside the enterprise. In addition, entrepreneurship enhances the accessibility to economic opportunities by providing useful information for manpower training and skills fulfilment. With more knowledge increasing, the more competitive the entrepreneurs become, (ibid).

## 2.5 Summary

In conclusion, with the selected theory and literature review, the study covers the research topic area and become a strong background to find the answers for the research questions. The study is based on the concept of entrepreneurship to give a general outlook of the research area. Then it continues with the push and pull theory and a utility model of career choice to explain for the factors that drive people to be entrepreneurs. The literature review also supports the contribution of entrepreneurship to job creation.

## 3 Method

This chapter presents the research approach and the motivation for the author to choose this research design. In brief, the study is based on qualitative techniques and semi-structured interviews.

### 3.1 Qualitative approach

There are two research designs: qualitative and quantitative. Perren and Ram (2004) state that entrepreneurship can be studied in both qualitative and quantitative techniques. Despite the variety in methodological approaches, entrepreneurship is still a field lacking in rigour and diversity in methodology (Wortman 1987). The entrepreneurship research, therefore calls for more qualitative approaches at regular intervals (Huse and Landström 1997; Hindle 2004),

This study is based on a qualitative approach because of some central factors. Firstly, *“Qualitative researchers are much more inclined than quantitative researchers to provide a great deal of descriptive detail when reporting the fruits of their research.”*, says Bryman (2012, p 401). Therefore, with a focus on description, “qualitative studies are often full of detailed information about the social worlds being examined” (ibid). Qualitative data, sometimes in the forms of numbers, but mainly in the form of words and pictures which support explorative, descriptive or explanatory studies (Christensen et al., 2001). This matches with the aim of the research which is to describe and understand deeply to the study object which is entrepreneurship, self-employment and job creation in this study.

Secondly, in qualitative studies, there is only a small number of participant observation in a certain organisation or locality, it is impossible to ensure the generalisation of the findings (Bryman et al., 2015). Therefore, it is said that generalisation is a problem of the qualitative approach. However, as this study does not aim to generalise of any other settings but to provide a more profound understanding of motivations, therefore, qualitative is highly accepted and suitable.

Finally, qualitative research emphasises the importance of contextual understanding of the social worlds (Bryman et al., 2015). This implies that the understanding of any behaviour of members of a social group must be understood in a specific environment where it operates. In this study, the entrepreneurship is examined in the context of Vietnam – a reforming and changing the economy, then a qualitative approach is deemed to be more useful and generates a deeper understanding of this entrepreneurial phenomena.

### 3.2 Literature review

The existing literature is very important in all research (Bryman, 2012). When researchers are interested in a topic, it is necessary for them to know about the concepts, theories and research methods that have been applied for that topic (ibid). One of the ways to do it is to read the key books and articles that have been written in that field (ibid). In this thesis, google scholar was used as the main source for searching for literature. It is also essential to link the research questions to the existing literature (Bryman, 2012). Therefore, the keywords for searching were entrepreneurs, entrepreneurship, motivations, self-employment, emerging and Vietnam.

### 3.3 The case study design

The case study is a very common research strategy in sociology, psychology, political science, community planning, social work and business (Yin, 2009). *“A case study is an empirical study that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident.”* (Yin, 2009).

As a research strategy, the case study is often used to contribute to obtaining knowledge of the individual, organization, social, and many related phenomena (ibid). The basic case study includes a very detailed and intensive analysis for a single case (Bryman, 2012). Even though it is a distinctive form of empirical study, many researchers still claim this strategy (Yin, 2009). In his study, he shows that one of the most concern is the lack of the rigor of the case study research as it does not follow the systematic procedures. Another consideration is that conducting the case study takes too long whereas the result is massive (ibid).

The different type of research questions is related to the choice of research design (Yin, 2009). It is very important to have a stated research question beforehand in case study approach (Eisenhardt et.al, 1989). The case study is often reached to the how and why questions which are more explanatory (Yin, 2009). Considering that this thesis makes use of a why question, therefore the case study is the most appropriate strategy.

In addition, the term “case” correlates the case study with a location, for instance: a community or an organization (Bryman, 2012). In this thesis, Vietnam is the location where the case study is taken place.

Data collected from the case study approach comes from many sources of evidence (Yin, 2009). In his study, he also mentions that there are six common ways: documentation, direct observation, interview, archival records, physical artifacts and participant observation. The case study depends on many of the same technique as history (ibid). However, it adds the direct observation of the studied events and the interviews with people involved in the events (ibid). Interview is one of the most important sources when conducting a case study (ibid). Case study interviews help the researchers the chances to ask the key respondents about the fact of the matter being studied and their opinions about that fact (ibid). In this study, the interviews are applied as the main source of evidence and information with details in the next section.

## 3.4 Qualitative interview

Research in entrepreneurship is often based on single or multiple case studies with the primary information source from archival or interview data (Neergaard & Ulhøi, 2007). There are two main types of qualitative interviews: unstructured interview and semi-structured interview. In qualitative research, interviews are considered as the sole method (Bryman, 2012). In a qualitative interview, there is much more interest in the viewpoint of the interviewees. This approach is more flexible since it allows the interviewers to ask new questions following the replies from the interviewees. In this study, the author concentrates on the semi-structured interview which then explained in the next section.

### 3.4.1 Semi-structured interview

Semi-structured in-depth interviews are a very common way in qualitative research with an individual or a group (DiCicco- Bloom & Crabtree, 2006). It is very important to be flexible enough to obtain the richness inherent in the participants' experience while still focusing on the research questions and the examined phenomena (Neergaard & Ulhøi, 2007). To achieve this, the study used a semi-structured interview (see Appendix 1). In this type of interview, the researchers still prepare a list of questions covering the examined topic, but the interviewees have a number of leeways to answer. On the one hand, questions may not totally follow the outlined in the interview guide. On the other hand, questions that are not in the guide can still be asked, based on the response from the interviewees. Thus, the process is flexible.

### 3.4.2 Telephone interviews

There are many ways to conduct semi-structured interviews. However, the interviewees are sometimes far from the interviewers in term of geography. Time and money restrictions may imply that the interview process should be performed in a less personal context (Bryman, 2012). One of the possibilities is telephone interviewing. Since this study context is in Vietnam, this interview method is considered as the most suitable. In a personal interview, sometimes the interviewees may response in the way that they feel will be deemed by the interviewers (Bryman, 2012). Therefore, another advantage of a telephone interview is that it removes the affection of interviewers to interviewees because the personal characteristics of the interviewers can't be seen. However, there are some drawbacks of a telephone interview that the author should take into consideration. It is impossible for the interviewers to observe the body language from the interviewees which are very important (Bryman, 2012). This is due to the fact that the interviewees are limited to such things as discomfort, confusion and puzzlement (ibid). The interview will also be performed in Vietnamese, which is also the native language of the author, to gain the best understanding. However, this possibly leads to some minor translation error from Vietnamese to English but still ensures the credibility of the data.

In qualitative research, the interviews are often audio-recorded (Bryman, 2012). The interview is supposed to focus on what is being said, following up the important points and paying attention to any inconsistencies in the interviewees' answers. So, it is best for him or her not to be distracted by concentrating on taking down notes of what is said. Accordingly, in this study, the interviews were all recorded.

The type of questions will vary depending on the interview process but the researcher still tries to reach the purpose of the study. It begins with introduction questions to get to know some general information about the interviewees: name, education, age, experience. After the introductory part, it comes to the follow-up questions aiming into the primary purpose of the study which is to identify the motivating factors for entrepreneurship. Then, it was extended with specific questions about the entrepreneurial activities and the relationship with self-employment as a career choice and new job creation for the society. During the interview, the interviewer gave some pause to give the interviewee the chance to reflect and amplify his answer. The interviewer used interpreting questions to summary and confirmed the understanding from the interviewee's replies. The time for an interview was approximately 45 mins to one hour.

The quality of the questions also needs to be taken into consideration. It should be possible to understand and answer. The interviewer tries to get an appreciation of what the interviewees consider to be important and related to the topic area (Bryman, 2012). This means that the questions cover the examined topic under the interviewees' perspectives. In semi-structured interviews, the researchers work with more or less determined lists of questions and probes (Bourgeault et al., 2010). In this study, the interview guide (see Appendix 1) includes a question stem and sub-questions. The first type goes through the research area and flows in a reasonable way. Yes and No and leading questions should be avoided. The second type may be scheduled after the first stem or raised from the participant's initial reply. The interviewer also uses the probes to get more in-depth information. These sub-questions begin with "Tell me...", "Could you be more specific about ...?", "In what way...?". The interview comes to an end by asking, "Is there any further information that you would like to tell me?". The list of question is presented in Appendix 1.

There are three main stages to prepare for the interview process in this study: planning, interviewing and analysing. In the planning step, the questions are generated based on the research topic and the aim of the study. To have an efficient interview, the interviewer should gain general information about the entrepreneurial activities of the interviewees through the website or other means of communication. In this stage, besides the questions, time for the interview also needs to be taken into consideration. After that, the interviewer contacted the interviewees to set the schedule and briefly explain the purpose of the study. During the interview process, the questions followed the interview guide (see Appendix 1), as the stem, but the sub-questions can be used, depending on the response of the interviewees. In the last step, to analyse the answers from the interviewees, the information from the interviewing process must be recorded and transcribed. Transcribing an interview is helpful to correct the natural limitations in our memories for all information in the interview and have a chance to repeat the examination from what the interviewee's reply (Bryman, 2012). Then the information is analysed and presented in the report.

### 3.4.3 Sampling

Purposive sampling which is a non-probability form is the most common technique in qualitative research (Bryman, 2012). This kind of sampling is suitable for the selections of unit, for example: people, organizations and so on (ibid). It refers to the goals of the research so that the units of analysis are chosen in terms of criteria which allows the researchers to answer the research questions (ibid). However, as a non -probability sampling form, it doesn't allow the researchers to generalize to a population (ibid). In this study, the sample was selected based on the network between the entrepreneurs. The first interview case was approached by a participant in the entrepreneurial idea contest in Vietnam. From that, the three other cases are all connected from the first cases based on the entrepreneurs' networks of this first case.

### 3.5 Data analysis

After the data collection from the semi-structured interviews, an analysis has to be carried out in order to answer the research questions. Coding is considered as the starting point for most forms in data analysis in qualitative approach (Bryman, 2012). *“A code in qualitative inquiry is most often a word or short phrase that symbolically assigns a summative, salient, essence capturing, and/or evocative attribute for a portion of language-based or visual data.”*, (Saldana, 2013, p3).

After the interviews, the data is transcribed at a very early stage. During the coding process, the author reads through all the transcripts to emphasise the interesting and important area with significant remarks. Code pattern is a way of grouping the summaries into a smaller number of concepts, themes, categories (Saldana, 2013). The code pattern includes some abbreviation used to take note of the information from the interview during the transcribing process. The table below illustrates the code pattern to analyse the data.

*Table 1: The code pattern to analyze the data*

<b>Code pattern</b>	<b>Explanation</b>
PUS: DIS, INC, SCH, EMP	Push factors: job dissatisfaction, insufficient income, tight working schedule and difficulties to find employment.
PUL: IND, MON, CHA, OPP, LIF	five pull factors that are important motivators to start entrepreneurial activities: independence, money, challenge, opportunity recognition and lifestyle.
SELF – ENT: ATW, ATR, ATD	An explanation for the effect of people attitudes to the intention to start up their own business: attitudes to work efforts, attitudes to risks and attitudes to independence
JOB – ENT	An explanation for the new job creation

### 3.6 Confidentiality, trustworthiness and authenticity

In research, confidentiality implies not to discuss information from an individual with others and to present the findings in manners that can make sure that individuals can not be identified (Wiles et al., 2008). Therefore, all the personal information of the participants in this study was kept confidential. The privacy and anonymity of the participants should be respected (Bryman, 2012). Anonymisation is considered as the main way to protect participants from the accidental confidential breaking (Rose et al., 2008). Accordingly, in this study, the respondent entrepreneurs are referred to Entrepreneur A, B, C and D. The interviewer explains the recording process with the interviewees and also asks for approval from them to record it. All the recorded interviewing was entitled by the interviewees.

Trustworthiness and authenticity are considered as the two primary criteria to access a qualitative study (Guba and Lincoln 1994). Regarding the trustworthiness, the establishment of the credibility in the findings makes it necessary for seeking the corroboration among qualitative researchers in the social world who has conducted research with (Bryman, 2012). In this thesis, the author has received the supervisor examination during the research process and reflection among other opponents. The qualitative approach typically entails a study with a small group so its findings tend to the contextual uniqueness (Bryman, 2012). The qualitative is encouraged to use thick description to provide rich accounts of details of the culture (ibid). In this thesis, the information from the interview was presented as details as possible for the possible transferability of findings. As the interviews were conducted in Vietnamese which is also the native language of the author, it can increase the credibility of the data.

One criterion of authenticity refers to the fairness which deals with how fairly the research represents a different viewpoint among the members in the social context (Bryman, 2012). In this study, the personal views of the four entrepreneurs are presented in an accurate manner.

### 3.7 Ethics

Ethics issues can't be ignored since they directly relate to the integrity of the research (Bryman, 2012). The lack of informed consent is most hotly debated (ibid). The participants should be provided as much information as needed to make an informed decision about participating or not in the study. In addition, they are also fully informed about the process of the research (ibid). In this study, the respondents were well informed about the purpose and the procedure of the research area at the very beginning stage before the interview. They were entitled to withdraw from the interview process at any time for whatever reason as well as have the right to withdraw all the provided data.

The issue of invasion of privacy is taken into consideration. When the research participants agree to join the interview process, they can refuse to answer the questions that they feel are justified (Bryman, 2012). In this study, the interviews avoided private questions. The interviewees can refuse to answer any questions when they think that they delved into their privacy.

## 4 Empirical data

This chapter shows the data obtained from four semi-structured interviews with entrepreneurs in Vietnam.

### 4.1 Summary of background information of interviewed entrepreneurs

The interviews were conducted with four Vietnamese entrepreneurs who are currently running their business in different sectors. To be more specific, three entrepreneurs are male who are also running their business, respectively in education, trading in agriculture and macadamia production. The only female entrepreneur pursues a social entrepreneur to work with the tourist map. All of the entrepreneurial activities were started in 2017 or 2018, except for the macadamia production that was started 10 years ago in 2009. The average age of the entrepreneurs is around 30. The interview process is based on the interview guide generated from the theoretical framework and literature review to answer for the research questions (see Appendix 1). The table below summarises the background information of the four interviewees.

*Table 2. Summary of interviewees*

Entrepreneur	Business Area	Beginning year	Age	Sex
A	Education	2017	30	Male
B	Trading in Agriculture	2018	30	Male
C	Macadamia production	2009	28	Male
D	Tourist map	2017	28	Female

#### 4.1.1 Entrepreneur A

Entrepreneur A is a man who is 30 years old. He used to work for six years in one of the biggest auditing companies which are known as the Big 4. The Big 4 is the four largest accounting and auditing firms in the world: PricewaterhouseCoopers, Deloitte Touche Tohmatsu, Ernst & Young, and KPMG. In 2017, he took a gap year, during that time he met with a friend who was planning to open an English Center for students and asked for help. He has thought of teaching English for accounting and auditing students and opening a course to train the necessary skills and knowledge to pass the Big 4 challenging recruitment process and the Association of Chartered Certified Accountants (ACCA) qualification program. They are then called the Big 4 part. To be more specific, ACCA is the global professional accounting organization spread throughout the world. This organization offers the ACCA qualification which provides knowledge of accounting, finance and skills and ethical values. Then entrepreneur A and his friend decided to cooperate with each other. His friend is in charge of the English part whereas he is responsible for the courses for the Big 4 part. The name of their centre is Company A.

The motto for company A is: *“No one is young forever, so don't waste your dream. Stand up, stretch, step outside the "comfort zone" and make your dream come true!”*, (from company A website).

Their mission, which is translated from Vietnamese in company A website is:

- *If language is a barrier that prevents you from conquering your dreams, company A will break it. English is no longer a foreign language; English is the second language of Vietnamese students*
- *If ACCA is only for those with conditions, Company A will abolish that "prejudice". ACCA will be universalized to all students who wish to work at the leading Auditing Companies in Vietnam, regardless of whether they are rich or poor students, provincial or urban students.*

He believes that the innovativeness does not come at the beginning. The more the people work, the more creative they become. At the starting point, he did not have so many ideas to run the centre well, but when he researches for the students' need, ideas come to him. For example, the idea to collect the tuition fee for the course the Road to Big 4 after the students have got the offer letter from Big 4 is raised during his working process.

#### 4.1.2 Entrepreneur B

Entrepreneur B is a 30 years old man, born in central Vietnam. He was a student at the Technology University in Ho Chi Minh City. He worked as the Chief Technology Officer for a group in Ha Noi – the capital in Vietnam. From 2015, he started to work as the Director for one of the biggest farms in the central of Vietnam producing tea and coffee and applied the high tech in vegetable production. After that, in 2017, he formed his own company called Company B, which focuses on technology solutions in agriculture. Before this idea came true, he has been seeking for advice from experts and businessmen.

Company B's vision, according to B website, is to *"helping farmer has accessed to world-class modern management and technological equipment at an affordable cost, thereby increasing the value of Vietnamese agricultural products, meeting the international standards that are competitive in the global market."* Currently, Company B is creating an e-commerce platform, for agricultural products with an aim to connect producers and consumers and reduce the middleman in order to add value for farmers especially. The platform allows consumers to access the origin of the agricultural products and spend a reasonable price for the products.

The factor that makes company B different from the other companies is people. Company B's team members have a strong background in technology and working experience in the agricultural sector. This offers them the inside knowledge in this area. They create storytelling for each agricultural product to make it close to the customers. Accordingly, their slogan is *"Know your farmer, know your food."*, (Company B website).

He states that the way the platform approaches the market, through campaigns for agriculture products, is innovative for this entrepreneurial activity. Each campaign is run for a single product in a certain period of time including video, images and posts related to how the products are produced and the story of farmers behind the products. So, when the customers choose any products, they not only buy it but also understand the story of the products and the farmers. In this way, the platform builds trust with the customers. The platform gathers all the orders and delivers them to save transport costs. After the campaign, the products are still available on the company B website to sell online. After each campaign, the platform often connects with many whole sellers to remain the quantity of product bought from the farmers. In the website, besides the campaign information for the agricultural products which are going on, there is still a place for food shop where all the products are sold.

### 4.1.3 Entrepreneur C

Entrepreneur C is a man who is 28 years old. He is the founder of Company C, which produces macadamia. He graduated from the Foreign Trade University in 2013. He started up his business right after that.

He believes that the macadamia processing industry is so young, approximately 80 years; hence he wants to challenge himself in such a new business area. He started to think of it since he was a freshman. *“If the market has a problem, I will solve it.”*, he said.

*“I started to research since 2009, until 2013, I established my company when I had products.”* In 2015, he studied abroad in Australia to have more experience and conducted negotiation with foreign partners at the same time. In 2016, he had an international joint venture and following by the factory expansion.

*“There are some differences in our business. We research the new technology and create the product. It means that we are the first men to process macadamia in a new way to have a better quality in accordance with the field standards”*, he said.

*“I pursue the quality and distinction.”*, he said.

Both Eastern and Western countries macadamia products have their advantages and disadvantages. In Eastern, it is difficult to check the inside quality of macadamia, but it can be kept for a long time. In Western, there is socket macadamia which has to use a tool to open. The peel doesn't look good, but the core is very excellent as they separate the core and the peel then they can test the inside part quality. *“My products are advantageous since they are a combination of both Western and Eastern products.”* That is why his product is semi cracked which then easy for consumers to take the core but still keep the good quality of it.

Some of his sharing about the innovative techniques:

- *“I am having a new definition for our products. We may call it speciality macadamia.”*
- *“I am always looking for new things because I don't like the old thing that people already made it.”*
- *“I always want to develop this area by investing in research and development.”*
- *“Our duty in this society is to find the need for it and meet those needs.”*

The factory is based in his hometown. *“Even though it costs me more to transport the raw material to here, but when I come back, I want to do something to contribute to my local area where I grow up.”*, he said. In the future, he still has the plan to open the factory in other areas, especially in remote ones. He recognizes that the inequality with countryside woman that they don't have chances to go to big cities and the family finance depend too much on the male.

#### 4.1.4 Entrepreneur D

Entrepreneur D is a 28 years old woman who has graduated from the Foreign Trade University in Vietnam and followed by a Master of Tourism in the United Kingdom (UK). She worked in the UK for two years before coming back to Vietnam in 2016. Her idea is about the Vietnam tourist maps, especially for foreign travellers. Currently, she is focusing on the Ho Chi Minh area as it is the biggest market with the number of tourists being the highest in the country and on the way to continue in other provinces in Vietnam. The map is the paper map with the QR code (the matrix barcode) for the local places: food, sightseeing, etc that can be scanned to link directly to the website of a mobile app with more detail information.

*“The map is very typical Vietnamese and shows the cultural identity as a gift to foreigners. Actually, my map is very simple. Instead of writing all the information in Trip advisor under text message, now I pin it to the map. It is a simple idea but practical.”*, she said.

The ideas came to her when she was in the UK. *“There were so many people asking me about Vietnam when I was in the UK. For example: Where should they go to Vietnam as a traveller? What to eat and many many things about Vietnam. So I thought that Vietnam tourist information is quite scarce because most of them are written in Vietnamese. So the source of information for the tourist mainly come from tourist guide books or some website like Lonely Planet or TripAdvisor. But those websites are written under the point of view of Western people. So I found a gap that: Vietnamese go to the Vietnamese places whereas the international tourists go to the touristic places. So I need to do something and narrow down this gap.”*

She started this idea at the beginning of 2017 during her last six months in the UK. She had contacted some Vietnamese who have the same idea as her and interviewed some British who had made research about Vietnam. She obtained the information about the challenges they came up with when they were in Vietnam and how to help them. *“I spent my six last months in the UK to fulfil my idea.”*, she said. She began to look for team members when she returned to Vietnam. It took her 4-6 first months once, back to Vietnam to form a team of 5-6 people. Most of them are abroad students studying in Japan and the UK.

*“Currently, there haven’t had a Vietnam official tourist map for each local area. I mean that obviously there are still some maps delivered by restaurants and hotels, but those lack information which directs the way to their hotels or restaurants. In addition, the information on the map for the whole city is also scarce. So we focus on this type of products to exploit the places that local Vietnamese often go to and illustrate it on a map. The front side is a map whereas the back side is 30 common questions that foreigners often ask.”*, she said.

*“Our idea has created the awareness of the local authority. Our map is considered one of the most pioneering maps for foreign tourists, so the Tourist Department in Ho Chi Minh City also came to us because they want to buy these maps since there is no one that has made maps like this. We believe that this makes us different.”*

*“The map is free because we are toward social impacts.”* As a social entrepreneurship, the entrepreneur C wants to create social impacts through her project rather than earning profits. Therefore, she gives her tourist maps freely to foreign visitors to provide them with necessary tourist information in Vietnam.

*“This map is very useful for the international tourists. So I believe that if I do what they need, I will earn good results.”*

## 4.2 Motivations to become entrepreneurs

### 4.2.1 Summary of motivations

All entrepreneurs shared the reasons why they started their own business. Entrepreneur A worked as an auditor and he took a gap year when he left his job. He is very interested in teaching English and accounting and auditing knowledge gained from his working experience. Therefore, he cooperated with his friend to open a centre to provide English and accounting and auditing courses for students. Entrepreneur B likes agriculture so much and he had a background in technology so he combined his interest and technical knowledge for the e-platform for trading agricultural products. He wants to create added value for agriculture products and help farmers.

Entrepreneur C was very keen on macadamia since he was born in a farming family and his hometown is a plantation area of this plant. He wanted to do business to contribute to the development in his hometown and help local people. He also cares for the environment as he believes that planting macadamia trees also means create a greener place for the environment. Entrepreneur D majored in tourism and she likes tourist activities. She conducted the project with a tourist map because she wants to introduce local places and culture destination to international travellers with full information of local perspectives.

### 4.2.2 Entrepreneur A

As have been mentioned above, entrepreneur A planned to take a gap year to do something for himself. His friend invited him to join the English teaching project. He refused this invitation at the beginning. But when he got involved, he found happiness. So he thought that *“It is the destination. The job chose me, not I chose that job.”*

*“In my previous job, I have never thought that I will work in the long term because I prefer to have a work-life balance. I also planned to be an ACCA teacher, so I already prepared the lecture notes. However, the ACCA centre recruits the lectures with Master level who I have to compete. Now I have my own centre then I don’t need to apply for a job anymore.”* He makes a joke happily. Besides he also has the plan to teach IELTS and earn a high salary to do what he really wants to. He emphasises that his previous job did not have a flexible working schedule and have to follow the assignments from the management level. *“I feel freer in my start-up activities.”*

*“Even though the current income from my centre is not as high as my salary in the previous job, the feeling that you work for your own company is much more adorable. The centre was a loss at the beginning stage, and I used up all of my saving account gained from my previous job.”*

*“The most important thing is that when I was working at company X (my previous job), I earned enough money. But I don’t feel that I contribute to society. I feel more committed to this job, and in the future, I will be more free in my job. In ABC, even though I reach to the top management level such as the manager or senior manager, but I don’t think I would have the same degree freedom. It means that I still have to work under the guidance of my boss. I will have more time for myself and my family.”*

*“Even though I lost 6 kilograms of my weight and became tanned because I have to go to work in the university village which is quite far from the Ho Chi Minh centre, I feel happier than when I worked in my previous job.”*

### 4.2.3 Entrepreneur B

The motivation for him to start his own business comes from his interests in agriculture, and he would like to apply technology knowledge in agriculture to foster it. He claims that *“Vietnamese agriculture is still working traditionally. Firstly, this means that the Vietnamese still cultivate traditionally, based on experience without tech involvement. Secondly, they are passive to the output and rely on the buyers a lot. Finally, farmers do not know how to create added value for their agricultural products.”*

*“The farmers are always facing the situation – good harvest, price devaluation and a bad harvest, good price.”*, he said. It means that when the farmers have a good yield, the price always drops significantly and vice versa, when the harvest is not productivity, the price will be very high. So the profit for the farmers are very unstable and they even suffer losses. *This is a common problem in Vietnamese agriculture, but unfortunately, neither the Government nor any organisation can solve this problem totally. The platform is not too ambitious to solve it totally. But we choose our own way to cooperate with the farmers and producers to ensure the output for them. As I have said, I like agriculture and want to combine it with technology in this area. Agriculture is an advantage of Vietnam, but it needs to be renewed, marketed and developed through technology to easily connect the stakeholders and provide multi-dimensional information and reduce the numbers of middleman in the process.”*

Having a chance to travel to 14 countries from Asia to Europe, observing their agricultural production combine with his inside knowledge from his working experience, he decided to launch the e-platform. It has also been adjusted to be suitable for the Vietnamese market. He did have a business plan. However, *“the nature of entrepreneurship is unstable, so we need to adjust regularly.”* This kind of approach to customers is quite new so that it can be considered as a test to understand the acceptance of the market.

*“No one (always) ploughs in the land that belongs to someone else. Even though we can satisfy with the job we are working, however, in the long run, it is still not your lot, working in this job is just in a period of time. I want to start up, and I want to become self-employed.”*

His previous jobs have offered him good salaries. During those times, he still got many good offers which pay many times higher than his present salary, but he still rejected it. Besides, he emphasises that this is the right time to launch this model. If he does not “do” it this time, he will lose both time and money. This is due to the fact that he is well prepared in terms of knowledge and experience in this area to be confident enough in his ability. In addition to that, in the Vietnamese food market, the demand for “clean” food is higher than ever. The information of producers is very unclear and can’t build trust among customers.

*“I want to be self-determination and responsible for my decision.”*, he said.

#### 4.2.4 Entrepreneur C

He started some business when he was 17. *“I know myself since very early. I knew that when I grow up, I will do business. I have thought of what I have done and known for sure that I will run my business. I am not suitable to work in such a kind of environment where all rules are set. At that time, I didn’t know exactly what my business was only until I was 19 years old, I knew that I would do something with macadamia.”*

He chooses macadamia for some reasons. *“This field is very young. It is a destiny. My family grows macadamia. The first time I knew it when I saw the plants and I help my brother and sister; then I know what type of plant it is. And I so do like the environment so I will make some products related to this plant. I want to do business with industrial plants because it is a part to grow the forest.”*

He neither made any business plan at the early stage nor consult friends and family and teachers for his business idea. *“I didn’t consult anyone because I think I may find a new way. If there is not something new, then I just copy something else. I should rather become an expert than a businessman. The businessman should create something new.”*

He didn’t work for any companies except when he was in the internship program. He has never ever worked as a paid employee. *“It is very important to own independence. If you want to be successful, you should have this characteristic. When you are independent in your thinking, you make your brain work; you will find a way to do things. Independent working is always necessary whether you are self or paid employment.”*

He used to work without any pay for the first two years. Choosing to be a startup in your career path does not count on a salary. *“Income is not too important for me because at the beginning stage as a startup, and I haven’t got my own family, so it is not too much pressure. But we should have positive thinking.”* When he chooses to run business, he is aware of the suffering. *“Anything is a choice; any choice has both good and bad sides. We have to ponder upon it, and after pondering, don’t be ambitious too much about the results. Startup at the beginning is always low income.”*

*“The most important thing is understanding what you want. When we know what we want, we can overcome all the challenges. We need to be well prepared for many kinds of a mental situation even in the case that we can’t make it. You know that you may get hurt, get injured on the way, but you still have to reach the destination.”*, he said.

He asked himself when he chose this career path. *“When you are at the final point, can you accept the risk that you are injured or pain during the way, you also have to think of it? You should know what you want to do before doing it.”*

#### 4.2.5 Entrepreneur D

*“When I studied and worked in the UK, I found that their industry and service have existed for a long time. So everything is stable, then the people do not think much of start-up or do something new. They think that after graduation, they will apply for a job as a paid employee. But every year, when I come back to Vietnam, I find that the Vietnamese market is new and the economy is young, many youths are desiring to do something. For that reason, I think that I should come back to Vietnam. If I do so, I will have more chance. Secondly, when doing this project, I have thought of how to create economic value. What I want to do is just to do something to help the international tourists. I think of social impacts before economic profits.”*, she said.

When she was in the UK, she had a chance to approach many different types of tourists: sustainable tourists, green tourists, social impact tourists... When she came to know that those kinds of tourist are still scarce in Vietnam. *“I start to think if I can do something for Vietnam.”*, she said.

At the beginning, she didn't have any business plan, she just tried how to make the project successful. *“I even do not have the product at the beginning. We only have a website where we answer what people ask. Then we went to the District 1 to do some survey among the tourists. During that time, when we go and meet with them, we know that they are in need of a tourist map. So after eight months, the product was formed, but before that, there was no product. It was very vague and dreamy. But when I had the product, everything goes smoothly.”*

*“When I was talking with my friends who already started their business. One time, he gave me a map and said that Vietnam lacked maps. Why don't you make it? Honestly, from that I formed my idea.”*, she said.

*“When I was in the UK, I was very satisfied with my job even though it did not give me a high salary. But I enjoyed other factors like the environment, lifestyle and peace. However, after two years, I felt that the life cycle is repeated and if we don't have any life purpose. I saw many friends of mine asking themselves whether their life is just like that, repeat and repeat. Then I started to think. The second thing is that there are not many Vietnamese people in the UK, so my identity is very strong, people know me quite well. I often introduced to them that I was Vietnamese. Honestly, I am always thinking of being a Vietnamese, and I also learn about Tourist, so if I can do something to help Vietnam. I will just do it.”*

*“The mindset in the UK is that after graduation, they will find a job to work. It is rare that there is someone who thinks that they will do something more than just that. Then I want to have something more challenging.”*

She had seen the opportunity during her study in the UK and she wants to pursue it. The independent thinking is also a reason for her to start this idea. She also refers to the job with a flexible schedule.

Accepting the challenges is also another reason for her to do this business. *“When we don't know what challenge can't come, we really don't know and think of it. When we know nothing, we also don't know what to fear.”*, she said.

## 4.3 Entrepreneurship and self-employment

### 4.3.1 Summary

The data collection showed that all entrepreneurs considered themselves as self-employed. Their decision to choose self-employment as a career choice depends on their attitude to work efforts, risks and independence. All entrepreneurs state that they work so hard based on their time spent on working. They all possess an independent mindset in their decision making. In terms of attitude to risks, they subjectively assessed the degree of risk-taking based on their ability to accept losses.

### 4.3.2 Entrepreneur A

Entrepreneur A considers himself as self-employment. He still works on holiday but feels happy about that. He spends quite a lot of time on working from 8 am till 10 pm. If he doesn't teach, he still spends time on preparing the lectures, video recording and training other lecturers. He is now in the stage of training others instead of in charge of teaching.

*"I am self-employed in which the Big 4 part I own 100% whereas the English part is shared 50% with my friends."*

*"Now, I work for myself, so I work very intensively but still feel happy even though it is during the Tet holiday. In my previous job, when I worked during the Tet holiday, I still earned overtime salary with three times double than the ordinary salary, but I felt tired and thought not to earn money but made time for the family"*

In the beginning, he wrongly assessed the situation. He and his friend were quite positive to believe that there would be students for the English course and the marketing campaign was much more difficult than expected.

*"I lost all of my five years saving account since my previous job. After this startup, even though I may lose all of my savings or the website is down, or whatever happens, I can redo it again because now I have experience. I can build the second or the third centre or new branch in Ha Noi quickly",* he said. He believes that like many other companies at the early stage, they suffer loss, but later on, they will collect their investment.

*"I am risk taker at the immediate level. In the worst case, I will lose all of my current capital. I don't have any loan from the bank."*

*"I am 100% independent. This is because of the fact that I make all the decisions. No one affects me, even my parents don't know. At the beginning stage, I hid my business from my parents, as if I were staying at home. I didn't want to be asked such kinds of questions: how is everything going on or so on. I just simply told them that I was helping my friends not mentioning that I invested in this centre to avoid the curiousness from people. Only if when I need to run the marketing program then I public it."*

*"I just do. At the most I fail, then that money is considered that I just 'travel.'"*

When he was working in the assurance service company, he just wants to teach the ACCA program and IELTS for as an interest in life.

*“The important thing of being self-employed is to be responsible as when you are an employee, but 1000 times that because now it is your reputation. If you lose your reputation just one time, you can’t do it again.”* He understands that with this kind of business the access and word of mouth from the students are very powerful. If there is something wrong, then it is very hard to recruit more new students. *“Now, I am selling my personal brand, I can’t do it badly. If it happens, it will affect not only personal life but also many other things. So, make it with the highest quality.”*

### 4.3.3 Entrepreneur B

*“With my characteristics, I want to make all decisions myself and protect what I think it true.”*

Currently, his workload is double than the other ones because he is doing two different jobs at the same time. One is working for a project which has flexible time and can provide him with some finance. *“Choosing to become an entrepreneur means that you have to accept the difficulties which are always obvious and you have to face this. For example, the financial pressure for a startup without any investment is very high and continuous. I consider it as obvious and therefore, I will keep calm to face and solve this problem.”* He aims to balance his time for work, family and health. The time that a person spends for family and health can be very little in comparison with a job; however, it doesn’t mean that they are not important.

*“I am a high-risk taker. High risks, high returns. I believe that most entrepreneurs are high-risk takers.”*, he said.

*“If you have an entrepreneurial intention, the independence thinking is already in yourself. Those who are not independent, they will not become entrepreneurs. This is because when you choose to start up something, you are making yourself differ from the crowd. And you must be brave enough to make a decision for that.”*

He believes that attitudes to independence are the most important factors in career choice.

*“When an individual becomes independent, he/she will not be affected by the crowd. You do what they don’t. Then you will keep your belief and go ahead even though people think that it is risky, but with you, it isn’t. Independence is the dial for entrepreneurs; it makes you consistent in your career choice.”*

### 4.3.4 Entrepreneur C

Entrepreneur C considers himself as self-employed. He works very hard approximately 10 hours per day and even at the weekend.

*“I am a risk taker at a high level. I used to think of losing approximately 10 billion Vietnam dong without any fear. I believe I can earn such an amount of money within three years as a paid employee. So why don’t I borrow money from now on to invest? With that position, I can borrow money easily. Independent working is very important whether you are a paid employee or self-employment.”*

It is hard for him to choose between the three factors: work efforts, risks and independence as self-employed. A successful business needs a combination of expertise, operation and so on.

*“A successful entrepreneur needs five factors: timing, team, idea, business model and funding.”*

### 4.3.5 Entrepreneur D

*"I am self-employment.", she said.*

*"I spend more time in the beginning because, at that time, it is necessary to have someone to work fully to develop the team and connect them."*

She spent the last six months in the UK to fulfil her idea before spending more than 1 year in Vietnam working for her idea. Now, she is working for an NGO where she tries to learn as much as possible. Therefore, she can apply for her project experience, skill and knowledge from this job to manage her career well in the future.

*"The effort is still the same, but I have some trouble with timing management because the new job is quite busy for me, 8 hours all working days, so I just make time for my project as a part-time job during the weekend. I have to be very careful with this problem. Because if there is no one to control the team or no one knows what is happening. Then day by day, they may dispirit."*

*"I am at the middle level of risk-taking. My project is not a start-up for profit. If I have to choose to make a decision between money and keep people working comfortably, I will make a decision for my team. In terms of attitude to risk, as a social project, so I want to do it step by step."* She received an offer to invest in her idea, but she refused it she believes that when she takes the investment capital, the pressure will be higher and the risk is also higher.

*"I want to go step by step as I am not a high-risk taker. I think maybe as I am a woman, that can be an effect. As I pursue to be a social entrepreneur, I want to avoid the risk of being commercial or else my project will just become an advertising page and lose the trust from international travellers. It is very dangerous. I don't want my page then just become the place for advertising; I can't accept that risk.", she said.*

*"My decision is the final one."* As being able to make a decision independently, then she can work as self-employment for her project.

*"The most important factor is an attitude to efforts. I am not a risk taker. I have the ability to work independently, and I know what I think. But sometimes, I don't know whether my thinking is right or wrong. Sometimes, in some cases, we are the only one thinking that we are independent thinking which then may not be suitable with the market, team member, international travellers. So sometimes, being independent creates reverse impacts. Individual efforts are still the most important ones. Whatever happens, we should keep in mind that we reach this stage, and if we continue, we then will reach other steps."*

## 4.4 Entrepreneurship and job creation

### 4.4.1 Summary

The four entrepreneurs are creating jobs for themselves and for others. The education of entrepreneur A and the e-platform of entrepreneur B are creating 10 jobs. The macadamia factory is creating 100 jobs for villagers in the entrepreneur's C hometown. As a social entrepreneur, the project of entrepreneur C doesn't create any paid job for people but she provides some voluntary positions for many tourism students.

#### 4.4.2 Entrepreneur A

Currently, company A has ten workers, including the two founders.

*“I highly appreciate the contribution of smallholder company in job creation.”*, he said.

*“Actually, I am creating a lot of job for students.”* This is because his course offers technical knowledge, skill for students to pass the recruitment examination in Big 4, which then increase the chances to be offered by Big 4.

*“I am also creating employment opportunities for lecturers because currently, some lecturers are working with me.”*, he said.

*“Every year, my company helps around 50-60 students to become the official staff in Big 4. So it is directly creating jobs for foreign companies.”*

*“ In the future, when the English part develops, there will be more branches. Accordingly, there will create more jobs such as receptionist, study advisor, etc. Every branch may have at least 5-6 employees. So if two branches are opened, there will be around 50 new jobs.”*

*“I confidently believe that the Big 4 part will develop significantly. I can be the key player to provide the Road to Big 4 program in the UL university students whereas the UEH university students are also developing. Currently, there is only my centre and one another centre that provides those kinds of courses. So perhaps it can be 50-50 for market share. In addition, I am preparing the ACCA program course. “*

Now, he is in the transferring stage as he has recruited lecturers to teach while he is focusing on writing the lecture notes. Till now, he hasn't got any plan for the rental of a new branch because it is riskier.

*“The most beneficial thing is not to help students to be offered a job in Big 4, but I want to universalize the ACCA program for the whole Ho Chi Minh City, especially the poor students. As the tuition fee from the prestigious ACCA centre is very high, I want to provide an affordable price for all the accounting and auditing students. From that, I want to close the gap between richer and poorer. It is also the same for the IELTS program, reasonable price but good quality as the mission of my company is to make English become the second language in Vietnam. As this objective hasn't come true, I will continue to work. In terms of ACCA, it is to universalise the education for the whole accounting and auditing Vietnamese students.”*

#### 4.4.3 Entrepreneur B

Currently, the company B has 10 employees.

*“I believe that any entrepreneur will create job opportunities, but not stable jobs in comparison with stable companies. The labour force working for entrepreneurs is often young so they can easily to accept a certain amount of salary and do new things.”*

The company B creates more job opportunities by opening more vacancies in charge of different functional teams in the future. *“Any company is born with the mission to serve society and create the products that the society accepts. It means that any company has an impact on the society.”*

#### 4.4.4 Entrepreneur C

Currently, company C has approximately 100 people in labour force, in which 65 is in the production department and 35 in the administration department.

*“The role of the entrepreneur is very important which is to create more job opportunities.”*

With this size of the company, he is contributing to the job market in his local area. *“ I am at the beginning stage and is building more projects and training more. But I am still such a very small entrepreneur.”*, he says.

*“In the near future, in the next five years, I will invest more, I will have more new factories to bring our agricultural products to more additional countries.”* He believes that he will create more job opportunities. Currently, he is cooperating with a foreign company to process the nuts. *“I would like to create a new generation like me - one who creates jobs for people.”*

*“We will create a new type of business and train young people. What we develop also have to good for the environment because I like the environment.”*

#### 4.4.5 Entrepreneur D

Currently, ten official team members are working on this project. But besides that, there are still more unofficial team members. They are all gathered in the community with about 100 people: bloggers, photographers, video makers and others. Besides, there are approximately 50 students who are working as volunteers who support during different campaigns

*“Startup plays a very important role in job creation. Because when there is a startup, the job will be created. But besides that, they also motivate the other young people to do something for the society.”*

*“It is true that social entrepreneurs create less job than normal entrepreneurs. However, it helps to create a principle or standards. What I mean here is, to be more specific, in Vietnamese tourists industry, the tour companies are under high pressure of tour sales and they less care about the reservation the tourist places or environment or listening to the customers, just sell and sell. But when I do something on the side of the travellers, it may impact quite large to those people who are working in this field. As a social entrepreneur, we have impacts on them and create a new way to be more sustainable for the benefits of international visitors.”*

In the next year, entrepreneur C expects to have some income. After the Ho Chi Minh City map is done, till the end of this year and the half of next year, it will be extended to other areas nearby Ho Chi Minh City and after that, the other provinces.

*“I am connecting with many tourism students because I want to train them from now. My project has many impacts on education. They are still young and fresh, so it is easy to train them and create impacts for them.”*

*“I believe that my project also has indirect benefits. Everything related to Vietnam relates to tourists, for example: agricultural products, restaurants. So I am thinking of cooperation with them.”*

## 4.5 Summary of empirical data

This chapter provides data collection from the interviewing with four entrepreneurs. In terms of background information, they come from different background and run their business in different area including education, trading in agriculture, macadamia production and tourist map. Regarding the motivations, the four entrepreneurs share many reasons to start their business. Those reasons relate to job satisfaction, seeking for independence, contribution to society and interests. Concerning the role of entrepreneurship in job creation and self-employment, the four entrepreneurs have shared the importance of entrepreneurship with creating job opportunities for themselves and for others.

## 5 Analysis and discussion

This chapter analyses the results from the interviews and answers for the research questions based on theoretical and literature review.

### 5.1 Motivations to become entrepreneurs

#### 5.1.1 Analysis of summary

As mentioned in chapter 2, there are many reasons for an individual to start their business. The table below illustrates the push and pull factors that motivate the interviewed entrepreneurs. In section 5.1.2 and 5.1.3, the contents will describe the factors in more details.

*Table 3: Motivations to become entrepreneurs in terms of push and pull effects*

Entrepreneur	Business Area	Push factors	Pull factors
A	Education	Working condition and schedule	Independence, interest, social contribution
B	Trading in Agriculture	Not taken into consideration	Independence, interest, opportunity recognition, contribution
C	Macadamia production	Not taken into consideration	Independence, interest, social contribution
D	Tourist map	Not taken into consideration	Independence, interest, challenge, opportunity recognition, country contribution

#### 5.1.2 Push effects

##### *Working condition*

From the data collected from the interview process, there is important noted information. Most of the entrepreneurs consider pull factors rather than push factors to start up their business as there are three out of four entrepreneurs who do not take into account the push effects. Only an exception for the entrepreneur A, he considers that working condition and tight schedule are the main reasons as push factors in his previous job. So he decided to take a gap year, and then during that time, the idea for the education centre was born. *“In my previous job, I have never thought that I will work in the long term because I prefer to have a work-life balance. I also planned to be an ACCA teacher, so I already prepared the lecture notes. However, the ACCA centre recruits the lectures with Master level who I have to compete. Now I have my own centre then I don’t need to apply for a job anymore.”*

Entrepreneur B, C and D do not consider the push effects as motivation to become entrepreneurs. For entrepreneur B, it seems like that push factors related to the working condition or income do not impact him so much. In any job he works, he always focuses 100% of his efforts for that. In the case of entrepreneur C, since he was very young, he has dreamed of what he wants to do in the future. He only took an internship program at his university as working experience. After graduation, he immediately focused on developing his business. He hasn’t worked as a paid employee yet, so most of the push factors such as job dissatisfaction, insufficient income or tight working schedule do not affect him. For

entrepreneur D, the push factors also don't consider as reasons for her to take into account this is due to the fact that she still finds that her job is very satisfactory for her.

### ***Income***

All of the entrepreneurs do not consider income as a significant factor. They think that income is not as important as the joy of work. Entrepreneur A is currently earning less than the salary as a paid worker; however, he still feels happier as he can do the job he loves. *“ Even though the current income from my centre is not as high as my salary in my previous job. However, the feeling that you work for your own company is much more adorable. The centre was a loss at the beginning stage, and I used up all of my saving account gained from my previous job.”*

Entrepreneur B received many good job offers with a high salary but he rejected all of these. Currently, he is working as a consultant to earn some finance supporting for his startup. But it is just a part-time job because he would love to spend more on the e-platform.

Entrepreneur C is aware that being an entrepreneur is a low-income job at the beginning but as income is not too important for him to ponder too much about this. He used to work without any pay for the first two years. *“Income is not too important for me.”, he said.* This is because he hasn't got married yet so he hasn't been under the financial pressure for his family.

Entrepreneur D used to have a good job in the UK. Even though it was not such a very high income one, she found that it was so much fun to work. When she came back to Vietnam, for the first year, she used to work full time for her project without receiving any income form that. So, income is not a significantly important factor for her.

### **5.1.3 Pull effect**

All the interviewed entrepreneurs highly mention the pull effects on their decision to become entrepreneurs. They focus on pull effects more than push effects. The data collection has pointed out that pull factors play a very important role for all the four entrepreneurs to start their business. It is respectively the social contribution, independence, interest, opportunity recognition and challenge and. They are respectively analysed in the content below.

### ***Social contribution***

Firstly, the common reasons among all four entrepreneurs are interests, seeking independence and contribution to the community. In which, it seems that all the entrepreneurs focus on the social or country contribution as the priority motivation factor. In the case of entrepreneur A, his vision is to make English become the second language for all Vietnamese students and universalise the ACCA program for the whole accounting and auditing students no matter what how poor or rich they are. *“The most important thing is that when I was working at company X (my previous job), I earn enough money. But I don't feel that I contribute to society. I feel more contributed to this job, and in the future, I will be freer in my job.”*

For entrepreneur B, he focuses on agriculture producers and customers. He would love to connect them through his platform where the product information is transparency between them. His project meets the requirement of fresh food in Vietnam and the supporting for traditional food and transparent producers' information. By that way, he creates a better life for farmers and a healthier life for consumers. Through each campaign he runs for a single product, he expects that more people will know about it. *"This can help the development of that plant and that area and earn higher value. More people will buy more products for the farmers."*

In the case of entrepreneur C, with the passion for the environment and his love for his homeland, he built a macadamia factory to create more job opportunities for the local people especially women as a contribution to where he was born. Even though they are all seeking profits, they still care about social impacts. He wants to come back and do business in his hometown: *"When I come back, I want to do something to contribute for my local where I grow up."*, he said. But in the future, he still has the plan to open the factory in other areas, especially in remote ones. *"One more thing that I the woman in the remote areas don't have a chance to go to big cities, there is still gender inequality. When I do so, I will create more job opportunities to help them raise their voices in their family when they are financial independence."* He also likes the environment, he doesn't want to do any business related to animals. *"And I so do like the environment so I will make some products related it to this plant. I want to do business with industrial plants because it is a part to grow the forest."*

Entrepreneur D differs from the other three entrepreneurs because she is pursuing the social entrepreneurship. However, she is a woman who already studies and works in the UK. But she still chooses to come back to Vietnam and follow the social entrepreneurial project. She has an interest in Vietnam and tourist activities in Vietnam. Taking advantage of her experience, knowledge and abroad mindset, she has created a tourist map that meets the requirements of the international tourists. Entrepreneur D studied tourism management and is keen on building a better image of Vietnamese tourists for international travellers. Her tourist map is simple but very useful for them.

*"The most important motivation for me is to help the international tourists when they come to Vietnam. They need support, and there must be someone to help them. I understood the feeling of being a new student in a new country where I don't know anything. We need local people to help. I have been helped by many British with a valuable value that only local people know. It impresses me a lot, and I want to do the same. When tourists come to Vietnam, we will help them at our best, and we will develop what they need."*

### ***Independence***

Independence is a considerable pull factor for all interview entrepreneurs. Entrepreneur A believes that to start up a business is hard but it is free as people can do what they want. *"I was still dependent on my boss. If he asks me to go for business trips Ha Noi or Cambodia for a month, I will have to go, there is no time for my family. If I work in my business, I am free and flexible and I can control my life without dependence on anyone else."*

Entrepreneur B is very independent. He emphasizes the importance of working as a paid employee, but in the long run, he wants to run his own business. *“No one always ploughs in the land belongs to someone else. Even though we can satisfy with the job we are working, however, in the long run, it is still not your lot, working in this job is just in a period of time. I want to start up, and I want to become self-employed. When we establish our new company, no matter if it is right or wrong, we are responsible for our decision. It is not a previous job dissatisfaction, but it is the objective that I want to do.”*

Entrepreneur C can be considered as the most independent one among the four. He did not work for any company as a paid employee. He started his business right after he graduated from the university. He is independent thinking because he is clear in mind concerning what he pursues and he knew exactly that he is not suitable for working in such a professional working environment.

Entrepreneur D also believes that independence makes her do the job that is more flexible for herself in term of time management and being more independent in that job.

### ***Interest***

The second most common reason for a pull effect is interest. All four entrepreneurs have found that they are doing what they really want to do. For Entrepreneur A, B and D, they are all having good jobs. But they still choose to quit it and take advantage of their knowledge and experience to implement their idea.

Entrepreneur A was an auditor and also had an interest in teaching English, so he combines these above things to establish his English and ACCA centre. At first, before his friend asked him to develop the business together, he did have any plans to teach ACCA or IELTS.

Entrepreneur B has a strong interest in agriculture, and he had a background in technology, so he launched the e platform to connect the stakeholders in agriculture, such as farmers and consumers together. *“I like agriculture and I always wish to use technology in agriculture and create the value in this sector.”*, he said.

Entrepreneur C is very interested in the environment and his hometown. Being born in a farmer family, he is familiar with this plant since his childhood. He believes that by developing the macadamia plantation, this is also a way to plant a forest.

Entrepreneur D is also interested in tourist activities in Vietnam and she wants to help international travellers when they visit Vietnam with full information from a local perspective.

### ***Opportunity recognition ability***

This ability implies that a person recognises an opportunity when he sees one. Besides the interest and contribution to society as the two main motivators, some entrepreneurs had recognized the opportunity recognition when they were working or studying. It is reflected from the interview with Entrepreneur B and D. Entrepreneur B has seen the opportunity of Vietnam market in the agriculture sector, and he wants to connect the farmers and consumers. Whereas the entrepreneur D found her chance to create a tourist map from her own experience living and receiving help from local people. She also found their need which is known more about local culture from the local perspective, not tourist ones.

## Challenge

Challenge is also a considerable factor for entrepreneur D, but it is not too significant even though at the beginning, she doesn't think of the challenges she may face. She believes that male entrepreneurs will be more challenge takers than female. But she still strongly states that *"When we don't know what challenge can't come, we really don't know and think of it. When we know nothing, we also don't know what to fear."*

## 5.2 Entrepreneurship and self-employment

### 5.2.1 Analysis of summary

People's attitudes to the intention to become startup are affected attitudes to works efforts, risks and independence. The tables below show the above attitudes of each interview entrepreneurs.

Table 4: Entrepreneurship and self-employment summary

Entrepreneur	Consider themselves as self-employed	Work efforts	Attitudes to risks	Attitudes to independence
A	Yes	High	Average	High
B	Yes	High	High	High
C	Yes	High	High	High
D	Yes	High	Average	High

In general, all four entrepreneurs believe that they are self-employed because they are currently working for their business. They all make the work efforts and have the independence as an important attitude. The risk attitude is different from entrepreneur to entrepreneur but it is in the middle or high.

### 5.2.2 Attitudes to work efforts

People, in general, have the different level to work efforts. However, an entrepreneur seems to be more willing to have higher work efforts, Bird & Jellinek (1988). Among the four entrepreneurs, they are all working hard and spend more than eight hours per days for their projects.

Entrepreneur A still works on the Tet holiday which is the most important and longest holiday in Vietnam; however, he is still happy. For a normal day, he often works from 8 am till 10 pm. Since he was still working in the consultant company, he prepared the lectures for the ACCA program. When he already involved totally in his centre, besides teaching, he spends lots of time for other activities of the centre: marketing, training other lecturers and other admin tasks

The work effort of entrepreneur B is also very high. It can be considered as double than other people because he is conducting the two jobs at the same time. The first one is to earn finance to support for the second one which is his business. He considers that this difficulty is obvious so he is willing to accept it. He is aware of the financial pressure for a startup to survive; that's why his work effort is so high.

Entrepreneur C also possesses a very high work efforts' attitude. He works at least 10 hours a day and even on holidays and weekends. He spends a lot of time to think about his project. Entrepreneur D spent a full year working for her idea after coming back to Vietnam because it was in the very early stage. But after that, she worked for an NGO to conduct a one-year festival in Vietnam to earn experience and understand the working culture in Vietnam after a long time working abroad. She thinks that in this way, she can learn more and apply to run her project better in the long run. So all in all, she puts all the working effort for her business no matter working indirect or direct. Even though she is working for the NGO, she only makes time for her project during the weekend. She still believes she still remains the same efforts as when she worked full time for her idea at the beginning stage. Until now, no one in her team has received any salary. She must keep on working hard to connect and motivate people.

The table below presents the attitudes to work efforts of the four entrepreneurs

*Table 5: Attitudes to work efforts*

Entrepreneur	Work effort
A	<i>When being self-employed and working during Tet holiday and vacation, I still feel very satisfied as I am working for myself. No one can put pressure on me. If in the future, you work as self-employed, you will be very motivated even though you work till midnight or late at night, you still feel very happy. After the tight working schedule in my previous job because of both responsibility and compulsory, now I am very happy because I am making money for myself. It is so different."</i>
B	<i>Currently, I am working with two jobs. One job is for a project in Moc Chau which I earn some finance to support for my startup. So my workload is double than the others.</i>
C	<i>I worked at least ten hours per day on average. I am always thinking of it and caring for it. I always work at the weekend and haven't taken any leave.</i>
D	<i>I had spent one-year working full time for my project when I came back to Vietnam.</i>

### 5.2.3 Attitudes to risks

Risk is considered as the most crucial determinant for entrepreneurs, Banerjee & Newman (1993). The interviews have shown that all entrepreneurs are risk takers with different level from middle to high. Two of them are high-risk takers whereas the other two are average risk takers. The attitudes to risks are based on the subjectivity of each entrepreneur about their risk-taking ability.

On one hand, entrepreneur A and D 's attitudes to risk are at the average level. Entrepreneur A has lost his savings that he saved during five years to invest in this project. However, he doesn't obtain any loan from banks, so he thinks that in the worst case, he will lose all of his capital he gets until now. He claims that some people are risk takers to a higher degree than him because they even have to mortgage on their assets, but he only uses all his savings and money he already has. For this reason, he evaluates himself as an average risk taker. The three entrepreneurs A, B and C consider their risk's attitudes based on the risk of finance mainly. However, as a social entrepreneur, entrepreneur D takes risk at the average level because, for a social entrepreneur, the important thing is not the finance pressure but the teamwork spirit.

She even rejects capital investment because there will be more pressure and risks. She only wants to take step by step slowly.

Entrepreneur B not only confirms himself as a risk taker but also believes that most entrepreneurs have an ability to take risk at a high level. His opinion is high-risk high returns. Entrepreneur C believes he is a very high-risk taker. He doesn't feel afraid of generating a loss and also dares to borrow money to startup.

#### 5.2.4 Attitudes to independence

All the interviewed entrepreneurs own the attitudes to independence or are aware that they want independence. The level of independence from low to high for each entrepreneur is subjectively assessed by themselves based on their thinking and experience. Entrepreneur A's attitude to independence is very high. He made decisions himself, his parents even didn't know about his startup. Entrepreneur B states that independent thinking is an obvious characteristic that all entrepreneurs should have and he is no exception. It can be gained through experience and practicing. Independence is necessary because when a startup does something different, so if they are not independent enough, they do not have enough brave to make it. For him, the attitude toward independence is the most important one. For entrepreneur C, the independent thinking is important in all kinds of job, not only for entrepreneurship. Entrepreneur D also processes independent thinking because she will make the final decision for the whole team. As self-employed, her decision is no longer affected by her manager anymore.

### 5.3 Entrepreneurship and job creation

In general, all entrepreneurs highly evaluate the important role of entrepreneurship in job creation, no matter what the size of the entrepreneurial activities. Some entrepreneurs directly create jobs for themselves, first as self-employed and for other employees by recruiting more positions for their business. However, they all know that the number of new jobs they create is too low in comparison with the big companies, they still believe in the role of entrepreneurs in job creation for the society. The table below shows the amount of new employment created and the contribution of each entrepreneur regarding the job creation.

*Table 6: Entrepreneurship and job creation*

Entrepreneur	Number of employees	Contribution to job creation
A	10	Expansion to more new branches and creation of job opportunities for students to be offered by big companies.
B	10	Opening more job vacancies in different departments.
C	100	Job creation for local labourers.
D	0	Recruit more tourism students.

Currently, there are 10 people working for entrepreneur A's company. On one hand, these kinds of jobs come from the requirements to have more labourers to take care of the activities of the centre: sales, study consulting, marketing, lecturers and etc. On the other hand, entrepreneur A believes that his business directly creates more jobs for students. It is due to the fact that through his course, the students are well equipped with skills and technical knowledge to pass the entrance examination in Big 4. Then, they become new employees for those companies. In the future, entrepreneur A believes that his business will contribute more to job creation as he will open more branches in other big cities to recruit more staff. Entrepreneur B and C also have the common thinking about the job creation concerning when a company is established, it will need a larger workforce to be in charge of different departments of that company. In company C, as a macadamia processing factory, it currently provides 65 jobs for local people, especially the women. In the near future, he has a plan for business growth which then builds additional factories in other provinces. He is also ambitious to create and motivate the next generation entrepreneurs to be like him as a job creator for the society.

Entrepreneur D pursues social entrepreneurship which is different from the other three. So job creation and profits may not be her top objectives. Currently, her team has 10 members who are working without any pay. She still, however, has a positive view of the role of being job creators of entrepreneurs. Like entrepreneur A, she is positive toward the indirect job creation, which means that currently there are some tourism students working as volunteers in her project. By doing so, they learn more skills and knowledge which are very necessary for them to find a good job in the near future. It can be therefore said that she contributes to society through providing a more qualified labour force for the economy.

## 5.4 Discussion

### 5.4.1 Motivations to become entrepreneurs

The push and pull theory has pointed out factors that motivate people to be entrepreneurs. Gilad and Levin (1986) suggest that push factors can be seen as negative external forces. Most of the push factors are in relation to job environments such as discrimination of job or labour market, dissatisfaction in relationships with colleges, insufficient income and working condition. In contrast, pull effects are those that direct people into entrepreneurship.

The chosen theory and literature have given support to this study's analysis. The data collection and analysis have shown that pull factors for the interviewed entrepreneurs are related to working environment such as tight schedule or inflexibility. The collected data also points out the pull factors that have been presented in the theories such as interest, independence and opportunity recognition. However, the literature hasn't ranked the importance of different pull factors. The most common factor among the entrepreneurs is the desire to contribute to the society which is not mentioned fully in the presented theories. It is considered as one of the most motivating factors for most of the entrepreneurs.

Regarding the pull effects, Kirkwood (2009) figures out five pull factors: independence, money, challenge, opportunity and lifestyle. In this thesis, the findings also agree with the first four factors. However, no entrepreneurs mention the lifestyle as a reason to enter into entrepreneurship. Alternatively, they emphasize the importance of interest and contribution to society as the most important reason.

Orhan and Scott (2001) claim that pull factors have more impacts on entrepreneurial intention than push factors. This is in line with the findings from the results in the study. Among the four entrepreneurs, only entrepreneur A took into consideration of push effects which were working condition and schedule as reasons to start his business as he enjoys the job with more flexibility. The other three entrepreneurs B, C and D did not consider push factors in their choice to become entrepreneurs.

#### 5.4.2 Entrepreneurship and self-employment

The generated literature suggests that self-employment is also a career choice based on the people's attitudes in terms of work efforts, risks and independence, (Evan & Dean 2002). In this study, the four entrepreneurs are showing a very high effort to work and hereby to reach independence.

In terms of work efforts, the study's results come to the same conclusion as the research of Bird & Jellinek 1988 that entrepreneurs work more though the promise of finance can be less. Except for the social entrepreneur D, who doesn't value the finance gain highly, the other three entrepreneurs still work toward generating economic profits. Currently, all of them do not have financial gain as much as they used to have as a paid employee. However, they are still working very hard, but with joy even more than eight hours per day and at the weekend and holiday.

It is agreed that a person with higher risk attitude is more into entrepreneurship (Knight 1921). Among the four entrepreneurs, one is a social entrepreneur so she doesn't have a high tolerance to risk. Two entrepreneurs B and C have risk-taking attitudes seem to have a bigger size company which requires more capital to invest and also generate a higher residual from the profits made by the entrepreneurs. They are all thinking of high-risk high returns.

In terms of independence, the study analysis also gives that people making decisions with a more positive thinking and stronger preference are more into entrepreneurship (Evan & Dean 2002). All of the four entrepreneurs are very autonomous in decision making and believe that this characteristic is not only important for being employment but also for entrepreneurial intention. Some entrepreneurs show their independent mindset by not involving too many others in their decision. It is true for entrepreneur A and C who do not seek for advice from parents or experts as they think of the confusion from many other different ideas. The entrepreneurs B and D are showing the opposite. They still have a strong attitude towards independence but in a different way. They still seek for advice from different perspectives but are the final persons to make the decision and are responsible for that.

### 5.4.3 Entrepreneurship and job creation

Entrepreneurs are expected to create jobs (Møller et al., 2009; Rotcha, 2012; Deodat, 2009). All entrepreneurs identify themselves as self-employed first because now they are creating a job for themselves. They also reckon that the role of being entrepreneurs in the job creation no matter of the size of firms or the total amount of job creation. In terms of job creation inside the company, entrepreneur A, B and C are providing some positions in different departments in their business. Entrepreneur A and C also have plans to expand their business in the near future, so they strongly believe that there will more new jobs created. In terms of job created outside the company, entrepreneur A is creating a value creation as the knowledge and skill he offers to the students enhance the quality of the labour force for the big companies. Entrepreneur B claims that through his e-platform, more and more agricultural products will be sold. It is not only sold just in the campaign but after that, more consumers will know the products. So the farmers can sell more. They will expand their production and utilize more resources which also helps to create more jobs. Entrepreneur C also shares the same thought as B. With his current production capacity, the macadamia input in his home town does not provide enough for his production. So he has to seek for additional inputs in other areas. In addition, he believes in a high growth rate of macadamia sales in the next years which then requires him to open more factory and look for macadamia input. So the macadamia producers will expand their production to grow more and use more resources and recruit more labourers. By this way, there will be more job created outside the entrepreneurs.

## 6 Conclusions

### 6.1.1 Summary of the results from the study

This chapter summarizes the conclusion drawn from the data collection and analysis under the based theory and literature review.

The aim of this study is to understand the motivation to become entrepreneurs of Vietnamese and the relationship of entrepreneurship with self-employment and its contribution to job creation. This is done by answering the three research questions obtained data from interviewing with four Vietnamese entrepreneurs.

#### **What factors drive the Vietnamese to start up a business?**

Firstly, in term of the factors that drives Vietnamese to start up their business. The study has figured out the push and pull factors that motivate Vietnamese to become entrepreneurs. Push factors are related to working condition such as the flexibility and tight working schedule. Income is not a considerable factor. Pull factors are much stronger reasons for Vietnamese entrepreneurs. They are seeking independence, challenge and opportunity recognition. They own a high desire for the contribution to the society and country but still choose the entrepreneurial activities that fit their interests.

#### **What makes self-employment as a career choice for people with entrepreneurial intentions?**

Secondly, the self-employment as a career choice for entrepreneurs is affected by the attitudes to work efforts, risks and independence. In the four cases Vietnamese entrepreneurs, they are all having high work efforts as they spend so much time on their business but they still find joy from their working hard. The level of risk taking is average or high depending on the characteristics of the entrepreneurs and the nature of the business. The attitudes to independence are also high because they believe that possessing an autonomous mindset is very important for them to make decisions and feel responsible for that said decisions.

#### **How do entrepreneurial activities contribute to job creation?**

Finally, the entrepreneurs confirm their role in the job creation for the society nevertheless, it is more or less job. In term of inside the entrepreneur, they are creating jobs for the society by recruiting vacancies to run different role in their business. The number of job creation depends on the nature of the business. In term or outside the entrepreneur, when the business is expanded, the productivity or service is enhanced which requires more utilization and resources. As a result, there is more jobs that are created outside the entrepreneurs.

### 6.1.2 Limitations

The study does not take into consideration the effects of gender on the motivation to become entrepreneurs. Moreover, among the push and pull effects, it does not rank the importance of different factors. Some factors can outweigh the others. This may have a stronger impact on motivating the entrepreneur.

The thesis is limited to consider the combination of different levels of attitudes to work efforts, risks and independence to the self-employment as a career choice. The current data is analysed each factor separately.

### 6.1.3 Implications for future research

The limitation above can be the recommendation for future research. In the near future, there can be more research on the motivation for the female and male entrepreneur in terms of push and pull factors. It can also investigate the importance of majority or minority factors to the decision into the entrepreneurship. Furthermore, future researchers can also consider the impact of different attitudes to the self-employment as a career choice.

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# Acknowledgments

First of all, I would like to thank the Vietnamese entrepreneurs who were willing to share their stories as the source for data collection in this thesis. I wish them all the success in the future.

Secondly, my honest thank is to my supervisor Karin Hakelius for the invaluable support and guidance during the entire time of thesis.

Lastly, I would not have been able to finish my thesis without the support from my friends and family throughout the entire time.

# Appendix 1

## Interview guide

**Introduction:** Hi, my name is Trang, a master student at Swedish University of Agricultural Sciences. Currently, I am conducting my master thesis on the topic of Entrepreneurship, self-employment and job creation in Vietnam. I would like to have an interview with you about your entrepreneurial activities. The interview is expected to be from 45 to 60 mins.

Your answers will be anonymous and confidential.

**Purpose:** get to know the entrepreneurs and their business, seeking for information to answer for the research questions.

## Personal background

1. Can you please tell me about yourself?
2. Can you describe your business idea?
3. When did you start this idea?
4. What is the special of your business that makes you different from other similar businesses?

## Research question 1: What factors drive Vietnamese to start up a business?

1. What motivates you to start your own business?
2. How did you come up with this idea?
3. Do you have a business plan? And keep following it till now?
4. Who did you discuss with to develop the idea?
5. What do you think about dissatisfaction with the previous job as a motivation for you?
6. How about insufficient income, working conditions and independence or flexibility?
7. What is the most important reason with you among all of the factors that we have mentioned?

**Research question 2: What makes self-employment as a career choice for people with entrepreneurial intentions?**

1. Do you consider yourself as self-employment?
2. How do you evaluate your attitudes to work efforts
3. What level of risks that you are willing to take?
4. How do you evaluate your independence?
5. What do you think is the most important attitude to affect you among the 3 ones: work efforts, risk-taking and independence.

**Research question 3: How do entrepreneurial activities contribute to job creation?**

1. How large is the size of your company?
2. What do you think about the role of entrepreneurs in job creation?
3. Do you consider your business contributing for the creation of employment?
4. By what way that you think you business can create more job opportunities?
5. How is your business growing up to offer more job opportunities?
6. How do you see your business in the next 3 to 5 years?
7. How do your business bring benefits outside the firm, beyond the internal job creation for your firm?

## Appendix 2

LOCATION OF VIETNAM

Source: Ontheworldmap.com

