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## THE ENTREPRENEURIAL CHARACTERISTICS OF YOUNG ENTREPRENEUR COUNCILS: A PHENOMENOLOGICAL POINT OF VIEW<sup>1</sup>

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### ABSTRACT

Entrepreneurship plays an active role in ensuring social welfare and creating a qualified lifestyle. It is a fact that societies giving importance to entrepreneurship have higher income levels and exhibit pioneering attitudes in technological, medical, military, academic, social and cultural fields. Meeting the unmet need, offering new products and services to individuals, and improving living conditions accordingly might be counted among the positive outcomes of entrepreneurship. The importance of entrepreneurship in Turkey has increased gradually in recent years and activities for the development of entrepreneurship perception have accelerated. With the efforts of public institutions, non-governmental organizations and the private sector, it has become an imperative that the perception of entrepreneurship takes place in the minds of individuals. Including entrepreneurship in all formal education and training processes, increasing entrepreneurship grants and supports, and free services provided to entrepreneur candidates are indicators of this situation. Also, The Union of Chambers Commodity Exchanges of Turkey (TOBB), playing a key role in this process, supports the entrepreneur candidates with its own councils within two themes such as woman and young entrepreneurship councils. The aim of the research is to determine the entrepreneurial characteristics of the research participants. Accordingly, data were obtained from the Executive Committee Members of TOBB Young Entrepreneurs Councils operating in the Central Anatolia Region. The research universe is directly related to entrepreneurship processes. Pioneering activities for the perception of entrepreneurship strengthen the consistency of the data being obtained from the participants. In the research, the phenomenological point of view being one of the qualitative research methods, was preferred and the data were obtained from the participants with the help of open-ended questions and one-to-one interviews. Including the experiences and personal opinions of the participants in the research based on qualitative data will enable a better understanding of entrepreneurship. Therefore, in addition to the comprehensive socio-demographic features, it is thought that in this research, where the participants' opinions and experiences are examined instead of quantitative data, the findings that will contribute to the literature in the context of entrepreneurship will be reached and inferences that will guide the entrepreneur candidates.

**Keywords:** Entrepreneurship, Entrepreneurial Characteristics, Young Entrepreneurs Council

<sup>1</sup>This research article is based on a part of Ph.D. thesis titled "The Effect of Cultural Capital, Human Capital and Social Capital on Entrepreneurial Characteristics: The Case of Young Entrepreneurs Council of Central Anatolia Region" which was submitted to Aksaray University, Graduate School of Social Sciences in 2016.

**INTRODUCTION**

Entrepreneurship and businesses are important concepts having always attracted the attention regarding the life patterns of individuals and communities. Entrepreneurship is too comprehensive to be expressed with economics. It covers more detailed ways of thinking. As the importance attached to entrepreneurship increases, not only new but innovative entrepreneurs dealing with productivity will emerge but also it will be witnessed that socio-economic problems and accordingly unemployment rates of the communities are decreasing. So, it might be said to have psychological and socio-cultural aspects. Competitiveness has not only changed the business objectives, but also changed the personality characteristics and perception of entrepreneurial sources. Increasing knowledge level and satisfaction perception of the customer reveal that establishing a business and sustainability might not be expressed only through quantitative factors. Instead of economic capital features emphasizing the property rights, businesses try to adapt at importance of intangible capital elements that are abstract, difficult to measure and require individual effort and constantly evolving. Entrepreneur candidates ought to increase their interest in the intangible features in order to realize their desire to gain profit and thus sustainability. It is very difficult to mention about technological, social and cultural development in a society where trade and the welfare level does not develop accordingly. In today's business world where the public support is at the highest level in the promotion of entrepreneurship, the main task of entrepreneurs is to uniquely identify and unleash the spirit of creativity.

Increasing importance on gaining new skills affect the societies. Entrepreneurial thinking ability is one of them and countries have different ways of adapting this skill. While some countries are working with specific strategies in terms of the collaboration of government units, the others in which Turkey stands as member of this group are trying to have more general strategies including the consideration of entrepreneurship as a life long learning experience (Deveci, 2016). As Wach (2014) identifies, entrepreneurship education is one of the key stages of growth and development for the societies. The United States dating back to its entrepreneurship education history in 1940's and European countries dealing with the entrepreneurship in 1980's has led the restructuring process of entrepreneurship. Entrepreneurship, as defined in the European Qualifications Framework, is a core competence for lifelong learning and taken into consideration as an educational requirement.

Shane (2010) revealed that individuals' genetic features might be affective in their careers and start-up processes as well as the entrepreneurship tendency and identification of opportunities. In spite of the studies regarding entrepreneurship as an innate talent, Matthews, Stowe and Jenkins (2011) express that individuals don't need to have inborn features to be successful entrepreneurs so that entrepreneurship might be designed by enabling the individuals with their equipped skills and characteristics. Aside from the discussions on whether entrepreneurship is an innate or a form shaped by education, the financial barriers and other competency problems faced by entrepreneurs in the process of starting a business once again emphasize the importance of entrepreneurial personality traits. One of the main objectives of the enterprises targeted in entrepreneurship is

the desire to make profit. However, it should not make entrepreneur candidates the desire to make profit as the sole and primary goal. Entrepreneurship has now become a personality trait. In terms of the sustainability, running a business not providing social benefits on a level that the customers cannot meet their expectations/needs will remain as an unattainable goal. Thus, sustainable entrepreneurship processes covering many aspect of economic advantages for individuals also emphasize the societies being away from the middle income trap and the risk of de-industrialization.

The term entrepreneurship has become a popular key word especially in the public debates recently. It is widely used by the policymakers in order to provide future prosperity and make international comparisons. The concept itself needs a precise definition and it will not be possible to be clear enough unless the different measures are taken into consideration. When the first ideas about entrepreneurs were formulated in 18<sup>th</sup> century, there have been many different aspects of entrepreneurship in literature, but there is still not a coherent definition of the terms itself (Iversen, Jørgensen, Malchow-Møller, 2007). As Hisarcıkloğlu (2019) identifies that the world has been changing tremendously for 40 years. After the 1980s, when the walls and borders became symbols, a period in which borders were lifted and globalization gained importance thanks to the developments in information and logistics. Nowadays, countries have started to act as part of a whole. Turkey, which was closed to competition and imported substitutes in the 1970s, has turned into a structure that takes export seriously after a rapid transformation process. Learning to compete with world economies, the country has recognized the power of entrepreneurship, establishing partnerships through production and distribution networks. The number of exporters around 1000 in the 1980s, exceeds 70 thousand and the number of businesses operating in the industrial sector is still increasing.

In the study aiming to analyze entrepreneurial characteristics of entrepreneurs the data were obtained from young entrepreneur. In addition to the quantitative data, it was aimed to reach more qualified findings so, the open-ended questions were preferred and the qualitative data were obtained through the one to one interview method. The research is thought to be unique in that it aims to determine the entrepreneurial characteristics by being designed with phenomenological point of view.

#### **ENTREPRENEURSHIP AND ENTREPRENEURIAL CHARACTERISTICS**

There is a growth on the professional and academic point of view about entrepreneurship. One of the indicators of this situation might be referred as the emergence of courses in higher education institutions worldwide. As Hood and Young (1993) indicate that institutions in USA started to offer entrepreneurship courses in their curriculum, also we could see that (Vesper and McMullan, 1988) some international organizations and countries encouraged entrepreneurship processes for the people through education system itself (Chye Koh, 1996). Especially within the universities of USA, there is a significant growth over the last 30 years on entrepreneurship education. From the early of 1980's, the schools dealing with the entrepreneurship programs increased exponentially (Barnard, Pittz, & Vanevenhoven, 2019). Entrepreneurship education has gained much attention in recent years. One of the reasons for this requirement might be expressed with the

benefit of entrepreneurship against ambiguous career risks of the people. Thus, entrepreneurship is regarded as an exciting field of study thanks to its promising aspect and relevance (Venkataraman, 1997).

Cunningham & Lischeron (1991) imply that a little is known about entrepreneurship term although there are many publications and much interest to the concept. They express that much of the materials dealing with the entrepreneurship is still fragmented and controversial. However, Daviddson (2004) indicates that researching entrepreneurship is fun, fascinating, frustrating and important. He also emphasizes that entrepreneurship phenomenon in literature is really rich. For example, it is a new entry (Lumpkin & Dess, 1996), also it is the creation of new enterprise (Low & MacMillan, 1988) and can be defined as the creation of new organizations (Gartner, 1988). Although there are many definitions about entrepreneurship such as Daviddson defines the term as “competitive behaviors driving the market process” (Daviddson, 2004).

It can be said that entrepreneurship process arises from different sources and one of them is obviously franchising agreements. Caves and Murphy (1976) define franchise agreement as *“one lasting for a definite or indefinite period of time in which the owner of a protected trade- mark grants to another person or firm, for some consideration, the right to operate under this trademark for the purpose of producing or distributing a product.”* Although there are many debates whether franchising systems thought to be a type of entrepreneurship or not, as Grünhagen and Mittelstaedt (2005) mention they might be regarded as entrepreneurs and they have entrepreneurial characteristics. As Cochet ang Garg (2008) express that franchising might be regarded as an entrepreneurial activity so that many franchising systems which are not hindering entrepreneurial motivations operate as small scale businesses. Evanschitzky, Caemmerer and Backhaus (2016) indicate that entrepreneurial characteristics might have an effect on opportunistic tendencies of the entrepreneurs and relational contracting has a positive effect on franchisee opportunism.

In the century we live, the ideas, talents, skills and knowledge that form the basis of entrepreneurship are quite evident in today's generation. The new aspect of the economy offers various opportunities for young people to become entrepreneurs. It would be appropriate to touch upon the characteristics of today's youth. Today's entrepreneurs, who are very comfortable with new technologies, are very prone to changes and are not afraid of the effects of changes. Considering that the majority of the society has access to computers and the internet, it is seen that young people internalize their technological powers. it is possible to define this generation as passionate and intriguing. They have the idea of progress by supporting change. One of the features of this generation is that they witness closely developing technologies. The advances in information technologies, medical advances and communication contain the idea of continuous improvement. It can be seen that today's entrepreneur candidates dominate the idea of independence. are international freelance emissaries where their material expectations are at the highest level with portable skills (Dollinger, 2008).

Whether entrepreneurship is an innate talent or an acquired behavior with the influence of family, circle of friends, educational activities and other social variables is still a matter of debate. This uncertainty is one of the biggest myths of entrepreneurship. Interest in entrepreneurship education has been increasing in recent years

(Venkataraman, 1997). Education plays an important role in shaping the skills, talents and culture in individuals. Entrepreneurship trainings offer a mixture of experiential learning, skill development and most importantly, changes in mindset. Accordingly, the best answer to whether entrepreneurship is a learnable behavior comes in the form of both yes and no. However, the earlier individuals meet their entrepreneurship training, the easier it will be to enter entrepreneurship processes in the future (Wilson, 2008).

Individuals who decide to become entrepreneurs by making the right choice for their future should not forget that entrepreneurship is a challenging and exciting adventure, while offering a rewarding career. In entrepreneurship, asking and doing are different things, but achieving is a different phenomenon. An example of a successful entrepreneur consists in knowing himself well, valuing himself and knowing his strengths and weaknesses well. While continuing all economic feasibility studies in the establishment process, the thing that potential entrepreneurs overlook is the Entrepreneurial Spirit that reveals the difference between starting the business and continuing the business. This spirit is found in all real entrepreneurs who know their potential and limitations, such as Henry Ford or Columbus (Bajaro, 1981). Planning is one of the most important decisions of the entrepreneurs in order to establish a business. Entrepreneurs should plan and organize their businesses with the utmost care and negotiation. The establishment of a new business probably means a capital investment that will take many years to recover. As the recovery period increases, the perception of risk will increase. In this respect, mistakes or deficiencies in planning or organizing mean the possible loss of personal and organizational assets. On the other hand, having a well-prepared plan and being organized will allow the return of investments as profitability (Alvizo, 1981).

Defining an opportunity being an important concept within entrepreneurship, is a concept that is related to the individual characteristics of entrepreneurs. In the literature, the concept of entrepreneur is defined as the person who perceives opportunities and starts a business. The concept of human capital is becoming increasingly important in opportunity research, but most studies examine the concept of knowledge externally. The concept of knowledge involves the entrepreneur's estimation, understanding, interpretation and application of information. (Marvel and Lumpkin 2007). In Figure 1, the process of creating a business is presented.



**Figure 1.** The process of Creating a Business (Marvel, 2006: 2)

It is important for governments to monitor entrepreneurs' compliance with the law and to realize economic and social development through entrepreneurs. Entrepreneurship is influenced by macroeconomic conditions, but it is also directly proportional to the existence of economic crises in the emergence of entrepreneurship opportunities. This is why entrepreneurship is a factor in crisis cycles (Ay, 2014). According to the report entitled Entrepreneurship in Turkey expressed expected specifications of entrepreneurs. Thus, entrepreneurs

think fast, make decisions under uncertainty, determined, strong, good observers, have imagination, have a network of relationships that can reach resources, especially manage human resources among resources, have strong thinking and reasoning skills (TÜSİAD Press Release, 2003).

In his study, Chye Koh (1996) mentioned about the main characteristics of entrepreneurs and these have been addressed in 6 groups; “the need for achievement”, which is seen as a driving force under entrepreneurship, “Locus of Control” that expresses people's perceptions about their awards and punishments in their lives, “Propensity to Take Risks”, which can be defined as the belief in achieving success in uncertain situations, and to be challenging in situations where uncertainty prevails. “Tolerance to Ambiguity” in the sense of being able to overcome, namely “self-confidence”, which expresses the ability to achieve goals, and “innovativeness”, which can be defined as the separation point of entrepreneurs and non-entrepreneurs (Chye Koh, 1996).

## **METHODOLOGY**

The aim of this research is to determine the entrepreneurial characteristics of the participants in terms of the qualitative data. During the research process, data were obtained from TOBB Central Anatolia Region Young Entrepreneurs Council Executive Committee Members. Turkey has seven geographical regions and one of them is Central Anatolia Region including 13 provinces namely Aksaray, Ankara, Çankırı, Eskişehir, Karaman, Kayseri, Kırıkkale, Kırşehir, Konya, Nevşehir, Niğde, Sivas and Yozgat. As stated in the “Establishment, Working Procedures and Principles of TOBB Provincial Young Entrepreneurs Council” and TOBB “Provincial Young Entrepreneurs Council Executive Committee” there are seventeen members of the executive board within each province, and two of these members serve as reserve members. Therefore, the Young Entrepreneurs Council Executive Committees consist of 1 board chairman and 14 board members, aged between 18 and 40, within each province (TOBB, SGK Procedures and Principles, 2015). Accordingly, considering that the number of members of the TOBB Young Entrepreneurs Council Executive Committee in thirteen provinces is 15 members of the executive committee in each province, the population of universe in the research consists of 195 people.

In the data collection form, comprehensive statements were included to determine the socio-demographic characteristics of the participants. Participants’ age, gender, marital status, foreign language level, educational status, manager of the business, the sector of the business, the number of employees and the duration of the activity were determined. In addition, features such as the number of generation entrepreneurs, reasons for entrepreneurship, motivating features for entrepreneurship and how many businesses they established were questioned. In the open-ended questions section of the data collection form, the participants were asked what the most important reason is that referred to entrepreneurship, what the characteristics of entrepreneurial personality are. In addition, the needs for entrepreneurship rather than financial resources, the importance of personal accumulation, cultural background and interpersonal relations in the entrepreneurship process have been questioned. The research, in which simple random sampling method was applied, was completed with the data obtained from 131 participants, but the number of responses to open-ended expressions and interviews varied in each questions. The data were obtained mostly by one-to-one interview method and

supported by the digital questionnaire designed on the internet in line with the expectations of the participants. First of all, visits were made to the committee members in the provinces in the Central Anatolia Region, and the participants that could not be reached physically were reached by sending a digital questionnaire.

In the research, one-to-one interviews were held with the Chairmen of the Executive Committee of Young Entrepreneurs Council and the data obtained were subjected to a phenomenological research pattern. Data have been acquired in Turkish and within this research article all of the discourses are translated into English. The aim is to prevent possible errors arising from obtaining the data with the questionnaire form and to present more qualified findings to the related literature. It is assumed that the questions in the questionnaire forms are read and understood correctly during the data collection phase. Many issues such as inadequate expression, length or shortness of the questionnaire, participant's bias, etc. might affect the collected data. Accordingly, it is envisaged that the data obtained through the questionnaire form is supported with open-ended questions and discourses obtained from one-to-one interviews, and that it supports the researcher in increasing the validity and reliability in the analysis of the data. Data collection forms were filled by entrepreneurs who are members of the Executive Committee of the Young Entrepreneurs Council, which operates in the Central Anatolia Region so that participants who answer the relevant form are assumed to have the ability to perceive and evaluate the expressions in the data collection form.

When considered the limitations of the research, it can be said that the data collection form was answered only by the members of the Young Entrepreneurs Council Executive Committee of the Central Anatolia Region so, the fact that the findings obtained as a result of statistical analyzes are limited to the collected data. In the research, participants are entrepreneurs themselves and it is believed that their own experiences and feelings create a phenomenon on future entrepreneur candidates. In this context, it would be appropriate to touch upon the phenomenological research pattern. Phenomenology briefly means the revealing of the most important things and is a qualitative research method in which the opinions of the people who have experience on the subject are obtained and their experiences are taken into consideration. Conducting phenomenological interviews provides the researcher with a highly rewarding methodology that includes challenging but rich and unique perspectives. According to Cope (2003) *"the study of entrepreneurs represents a rich, unique context in which to explore the phenomenon of management learning."* It is stated that, considering the expectations and needs, the phenomenological research pattern seems to be an appropriate method in entrepreneurship research (Berglund, 2007). To conclude, the phenomenon in this research is entrepreneurship itself, and since the participants of the research are entrepreneurs, their experiences and opinions about the entrepreneurship phenomenon were tried to be learned in the data collection process. Accordingly, the participants' shared feelings, thoughts and experiences about the entrepreneurial characteristics are thought to contribute to the formation of entrepreneurship. The answers given by all entrepreneurs participating in the research process to open-ended questions and interview questions were analyzed. In addition, situation-based approaches were made with the phenomenological research data obtained from the one-on-one interviews.

## FINDINGS

Within the socio-demographic features of the participants there are two dimensions including entrepreneurs' data and entrepreneurial features. In the first part of the data collection form, the section entitled "Entrepreneurs' Data" in the context of the socio-demographic characteristics of the participants. Accordingly, Table 1 presents the findings regarding the socio-demographic characteristics of the participants.

**Table 1.** Entrepreneurs' Data – Socio-Demographic Characteristics

	f	%		f	%
<b>Age</b>			<b>Gender</b>		
18-25	22	16.8	Female	23	17.6
26-30	40	30.5	Male	108	82.4
31-35	48	36.6	<b>Marital Status</b>		
36-40	21	16.0	Single	44	33.6
<b>Education Level</b>			Married	87	66.4
Primary School	11	8.4	<b>Father's Profession</b>		
Secondary/High School	20	15.3	Entrepreneur/Businessman	96	73.3
Associate Degree	22	16.8	Worker/Officer	16	12.2
Bachelor's Degree	72	55.0	Farmer	14	10.7
Masters/PhD. Degree	6	4.6	Other	5	3.8
<b>Manager of the Business</b>			<b>Number of Workers</b>		
Entrepreneur	57	43.5	Less than 9	48	36.6
Family Members	56	42.7	10-49	52	39.7
Partners	13	9.9	50-99	14	10.7
Professional Managers	5	3.8	100-150	6	4.6
<b>Sector</b>			151-250	6	4.6
Metal	6	4.6	Above 250	5	3.8
Machinery	11	8.4	<b>Experience</b>		
Mining	19	14.5	Less than 2	9	6.9
Food	22	16.8	2-5	42	32.1
Plastics	12	9.2	6-10	28	21.4
Construction & Materials	32	24.4	11-15	25	19.1
Furniture	6	4.6	16-20	5	3.8
Textile	7	5.3	Above 20	22	16.8
Other	16	12.2			

In terms of data given in Table 1, it can be seen that most of the participants are male (82.4%) and the rate of the female participants is 17.6%. Age of the participants is mostly above 30 and participants whose ages are between 31-35 are 48 people and this covers the 36.6% of the sample. The next variable is about the level of education and it can be inferred that 55% of the participants graduated from first cycle departments of the universities. The number of the employees having associate and bachelor's degrees are 94 and this rate covers 71.8% of the whole group.

Most of the participants are married and when the father profession is taken into consideration, it is seen that most of the participants (73.3%) have entrepreneurs in their families. Business sector of the participants is analyzed and according to the data given in Table 1, the most dominant sector among the participants is construction and materials (24.4%). Also, the experience levels of the participants show that 32.1% of the



entrepreneurs have between 2 and 5-year experience. Management type of the businesses show that participants' businesses are managed by themselves and he family members. The rate of professional managers is only 3.8%. Table 2 shows the entrepreneurial features of the participants.

**Table 2.** Entrepreneurial Features – Socio-Demographic Features

	f	%		f	%
<b>Entrepreneurial Generation</b>			<b>Reasons of Entrepreneurship</b>		
1 <sup>st</sup> Generation	53	40.5	Knowledge/Experience	32	24.4
2 <sup>nd</sup> Generation	60	45.8	Education	29	22.1
3 <sup>rd</sup> Generation	17	13.0	Perceiving Opportunities	13	9.9
More than 3 <sup>rd</sup> Generation	1	.8	Family/Friend Support	42	32.1
<b>Motivation Source for Entrepreneurship</b>			Government Incentives	14	10.7
Gaining Prestige	24	18.3	Other	1	.8
Economic Power	34	26.0	<b>How many businesses established?</b>		
Working Independently	20	15.3	1	43	32.8
Serving the Community	21	16.0	2	54	41.2
Providing Employment	32	24.4	3	18	13.7
(n)=131			4 +	16	12.2

Data given in Table 2 shows the entrepreneurial features of the participants. It can be inferred that most of the participants try to ensure the continuity of family businesses because the amount of 2<sup>nd</sup> generation of the entrepreneurs is 45.8%. 40.5% of the group indicates that they have established their businesses. When asked the question of how many businesses have been established by them, it was observed that those who established their first business were 32.8% (43). The highest rate of 41.2% indicates that 54 participants have established at least 2 businesses. In addition, it was aimed to determine the reasons for entrepreneurship. According to the data obtained, "family and friend support" seems to be the most influential factor with a rate of 32.1% (42). Secondly, knowledge / experience is seen as having the biggest impact with the rate of 24.4% (32) and the education taken as the third element with 22.1% (29). When the factors that motivating entrepreneurship are taken into consideration, it is seen that the highest levels are "gaining economic power" (26%), "providing employment" (24.4%) and "gaining prestige" (18.3%). Although all the reasons that have emerged have similar rates, the lowest level of demand for "working independently" was in the last place with 15.3% (20). The aim of "serving the society" was 16% (21). The data taken from this table indicates that family and friend support is important for the entrepreneurship process. Their support for the entrepreneurs is essential so, it means that social capital features might have an impact on entrepreneurship. Also, having a background within businesses helps entrepreneurs establish a new business. This may be commented as experience in trade and opportunity recognition ability give the courage of launching ventures and taking the positive outcomes.

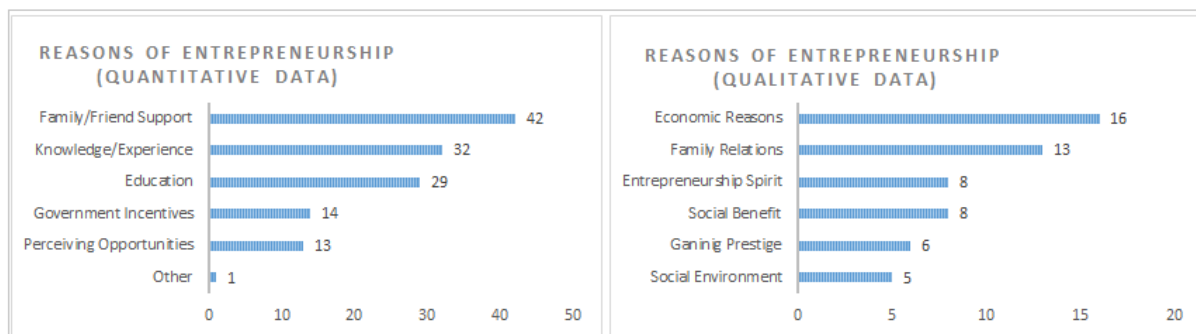
Besides these socio-demographic features including quantitative data through data collection form, the research covers the qualitative data and discourses taken from interviews. In his study Berglund (2006), used phenomenological methods in order to describe entrepreneurs' personal experiences of risk, opportunity and self, including the cognitive and practical strategies. So, phenomenological research seems to be an

appropriate method in entrepreneurship due to the newness of the field, the struggles with conceptual definitions and the questions about the purpose of the research method, considering the expectations and needs (Berglund, 2006). The steps to be followed in the phenomenological research process are expressed as follows (Creswell, 2015). First, the suitability of the problem to the phenomenological approach is determined and the common experiences about a phenomenon is tried to be understood. Then, the relevant phenomenon should be identified and the researcher should be free from prejudices of his own experiences. Data should be collected from individuals with experience related to the phenomenon. Obtained data from the participants varies between 5-25 by interview. Participants should be posed with two questions about the experiences related to the phenomenon in general and which situations affected the experience related to the phenomenon. Important explanations, sentences and quotations, and key phrases are listed. Lastly, the created themes are used in descriptions of the participants' experiences.

Therefore, the questions posed to the participants in the data collection form and in the one-by-one interview process are as follows:

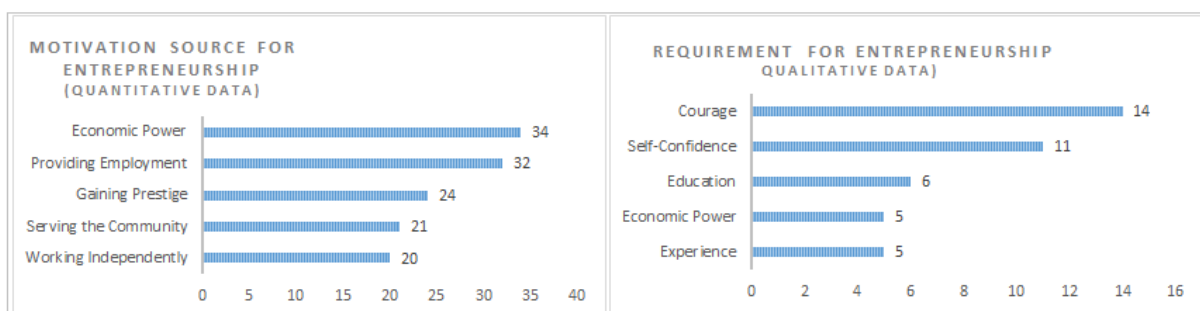
- What is the most important reason that led you to entrepreneurship?
- What is required to be an entrepreneur?
- What is needed apart from financial resources to become an entrepreneur?

The participants were asked to indicate the most important reason that led them to entrepreneurship and according to the 56 responses obtained, 13 of the participants highlighted the concepts of "Family Support", "Family Suggestion" and "Continuing Family Business" as the rationale for entrepreneurship. 16 of the participants stated that the most important reason for entrepreneurship is related to economic reasons such as "Economic Power", "Economic Independence", "Economic Freedom", "Making Money", "Income Generating", "Being the Boss of Your Own Business". Six of the participants stated that "Gaining Prestige" is the most important reason that leads entrepreneurship. While 8 of the participants stated that they became entrepreneurs due to social benefit, the expressions of "Providing Benefit to the Society", "Meeting the Expectations of the Society" and "Providing Benefits by Increasing the Number of Entrepreneurs" were observed. Eight of the participants gave answers such as "Following Ideals", "Entrepreneurship Spirit" and "Dream of Establishing Business" as the most important factor in entrepreneurship under the entrepreneurial spirit and the reason for self-development. Lastly, 5 of the participants stated the environmental factor as the most important factor in entrepreneurship and mentioned the concepts such as "Environmental Relations", "Getting to Know the Environment" and "Good Relationships". When the "reason for being an entrepreneur" within the scope of the socio-demographic variables and open-ended questions, the concept of "family support" (32.1% in Table 2. Entrepreneurial Features) was found to be among one of the most important factors in both data set. Responses of participants from both the qualitative and quantitative data are presented in Figure 2.



**Figure 2.** Reasons of Entrepreneurship (*Comparison*)

Besides that, it is aimed to learn the underlying features of entrepreneurship. That is, participants are asked to indicate what is required to be an entrepreneur. Figure 3 shows the requirements of entrepreneurship process with the help of comparison between socio-demographic features and open ended questions. So, participants are asked to response to the question “what is required to be an entrepreneur?” and “motivation source for entrepreneurship.”

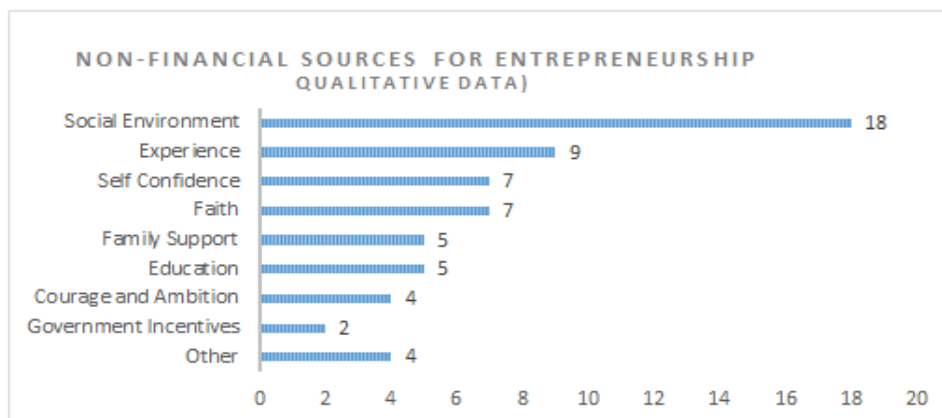


**Figure 3.** Requirements and Motivation Sources for Entrepreneurship

When Figure 3 is examined, it is seen that individual characteristics are important among the factors required to be an entrepreneur. Participants stated that “courage” and “self-confidence” are the most required features for entrepreneurs. Also, education and economic power are the main requirements for being a successful entrepreneur. When the motivation sources are analyzed, it can be inferred that economic factors are the most dominant one in this section. Therefore, the most important motivation for establishing a business might be earning money. Providing employment, gaining prestige, serving the community and working independently are the other motivators of entrepreneurs. Therefore, it might be concluded as if the one wants to be an entrepreneur, personal characteristics are really important and the intention to be an entrepreneur mainly focuses on economic reasons. However, it is also noteworthy that having economic power among the factors required to become an entrepreneur has not been sufficiently emphasized by the participants within qualitative data.

Lastly, within the scope of open-ended questions, the third question was asked to determine what the participants needed apart from the financial resources in the entrepreneurship process. According to the data the vast majority of the participants, state that the “social environment” is the most important factor apart

from the financial factors. “Experience”, “self-confidence” and “spirituality” constitute other important concepts. In addition, the participants also mentioned the importance of family support, educational background, government incentives and human capital characteristics such as ambition and courage in the entrepreneurship process. Non-financial sources of entrepreneurship are presented in Figure 4.



**Figure 4.** Non-Financial Sources of Entrepreneurship

When the data in Figure 4 are analyzed, it can be emphasized that the individual characteristics of the participants including the intangible capital elements such as experience, self-confidence, faith, education, courage and ambition as human capital features and social environment as social capital features occur as key concepts in terms of the non-financial sources of entrepreneurship. According to Creswell (2015), phenomenological research is provided to convey the experiences of several people about the phenomenon or a concept. The purpose of this method is to reduce the concept considered as a phenomenon and individual experiences to a universal explanation. One to one interviews were made with TOBB Central Anatolia Region Young Entrepreneurs Council Executives for the phenomenological research design. The phone call method was preferred for cases where one-to-one calls could not be made since the participants were not physically available. Interviews with the participants were recorded and the data obtained were evaluated. Participants who wanted to hold the interview in writing wrote their thoughts about the phenomenon in question to the researcher. Accordingly, meetings were held with 10 executive board president. When the participants were considered, it was seen that all participants were male, between the ages 26-40, and all of them had the entrepreneurship experience both in theoretical and applied ways. In addition to being entrepreneurs, the participants are also managing the entrepreneur committees in their provinces. It was preferred to give code to the participants in order to ensure the confidentiality of the data obtained from the participants and to ensure that ethical procedures are followed. Accordingly, the names and personal information of each participant were not used, but name codes were used to ensure data security. The names of the participants were coded as PTC1, PTC2.....PTC10 and included in the study. The data obtained from the participants were recorded and then converted into a text file. It would be appropriate to make a general evaluation based on the data obtained from the participants.

- PTC1 underlines that being an entrepreneur depends on taking risks and innovation is an important factor in the entrepreneurship process. He also states that dreaming is a prerequisite for entrepreneurship.
- PTC2 emphasizes that being an entrepreneur is directly proportional to setting goals and that setting goals correctly is of great importance in entrepreneurship.
- Touching on the importance of team spirit and team work, PTC3 states that being an entrepreneur means increasing the living standards and states that important factors in entrepreneurship are courage and perseverance.
- PTC4 addresses the features that should be present in individuals who want to become entrepreneurs. According to the participant, entrepreneurial characteristics are important. If individuals want to be entrepreneurs, they should be open to innovation and have courage.
- According to PTC5, entrepreneurship is directly proportional to being beneficial to the society. Entrepreneurs are the people who shape the society they live and have a key role for their development.
- According to the data obtained from PTC6, entrepreneurs are the founders of economic units that use their environment effectively and have the desire to make profit. The desire to make profit is the main reason for the establishment.
- According to PTC7, entrepreneurship refers to start-up attempts to make money. The first and main goals of entrepreneurs and businesses are based on making profit.
- PTC8 believes that wealth leads through entrepreneurship. Accordingly, the main objectives of entrepreneurs are based on better earnings. It emphasizes the economic return of participatory entrepreneurship.
- PTC9 stated that everyone spoke about the importance of dreaming and setting goals, but that everyone does not have to be an entrepreneur, but individuals who want to become entrepreneurs must know themselves well.
- PTC10 stated that entrepreneurship can occur in every individual, but entrepreneurial characteristics might vary. In his discourse, he emphasized the importance of the failures he experienced in his entrepreneurship process and the experiences that occurred as a result, he expressed the importance of environmental factors.

Within the scope of the phenomenological research design, the sentence related to the discourses obtained from the interviews with the participants, the frequency of word usage, the number of non-repeating words and the frequently used words are presented in Table 3.

**Table 3.** Frequency of the Discourse

Participant	Frequency of Sentences and Words	Unrepeated Words	Frequently Used Words
PTC1	7 Sentences, 70 Words	55 Unrepeated Words	Entrepreneur (7) Risk (3)
PTC2	10 Sentences, 115 Words	80 Unrepeated Words	Target (6) Entrepreneur (4)
PTC3	8 Sentences, 115 Words	96 Unrepeated Words	Entrepreneur (4) Team (2)
PTC4	3 Sentences, 80 Words	74 Unrepeated Words	Dream (2) Entrepreneur (2)
PTC5	8 Sentences, 85 Words	70 Unrepeated Words	Money (3) Entrepreneur (3)
PTC6	9 Sentences, 94 Words	65 Unrepeated Words	Entrepreneur (6) Money (4)
PTC7	9 Sentences, 89 Words	66 Unrepeated Words	Entrepreneur (6) Money (5)
PTC8	9 Sentences, 122 Words	91 Unrepeated Words	Entrepreneur (9) Rich (3)
PTC9	14 Sentences, 145 Words	117 Unrepeated Words	Entrepreneur (4) Meet (2)
PTC10	20 Sentences, 216 Words	168 Unrepeated Words	Entrepreneur (6) Source, Motivation (2)

When the data in Table 3 are examined, the number of sentences formed by the participants and the number of words in the sentence can be seen. Accordingly, the maximum number of sentences and the maximum number of words took place in the participant number 10. When the frequency of using original words in the sentences established is examined, the rate of choosing the words that do not fall over again by participants 10 and 9 is higher than the other participants. When the frequency of the words used was evaluated, the participant number 8 frequently used the words “entrepreneur” (9) and number 2 used “target” (6).

When Table 4 is analyzed, the majority of the participants stated their desire is to make profit among the most important reasons referring to entrepreneurship. Some participants stated that the phenomenon that enabled them to be entrepreneurs is related to their experiences. In addition, other participants stated that providing social benefit, setting goals and risk taking ability are among the reasons for entrepreneurship.

**Table 4.** Reasons Leading to Entrepreneurship

Participant	Discourse	Meaning Unit
PTC1	<i>“...the main reasons for me to be an entrepreneur are features such as being open to innovation, taking risks...”</i>	Innovation, Taking Risk
PTC2	<i>“...the most important reason that drives us to entrepreneurship is an action to achieve our goals...”</i>	Targeting
PTC3	<i>“...the priority is to raise our living standards, then why we can be beneficial for our country and nation with our initiatives...”</i>	Social Benefit
PTC4	<i>“...the needs of self-realization, making money, the need to raise the level of respect in the society, the hope of realizing their dreams, the desire for social benefit, dreams, the goal setting goal, capital, knowledge, environment, desire, courage are the indispensable elements in entrepreneurship...”</i>	Earn money, Economic Return, Making Profit
PTC5	<i>“...people who want to become entrepreneurs should not only start a</i>	

	<i>business to earn money, but also have the courage to direct the society..."</i>	
PTC6	<i>"...to be an entrepreneur, it is necessary to be aggressive, to be an entrepreneur means to make money and make a profit..."</i>	
PTC7	<i>"...our goal is to make a profit, that is, to make money..."</i>	
PTC8	<i>"...the way to prosper is through entrepreneurship..."</i>	
PTC9	<i>"...after working in a company in the accounting department for 5 years, I did my military service. When I returned to business life, I chose a sector that does not have much investment to be established by myself. I worked in that sector for 1 year and started my own business after getting to know the sector..."</i>	Experience Learning from Experiences
PTC10	<i>"...the only reason I have been more active for entrepreneurship has been the failures I have experienced. It motivated me every time and the experiences I gained due to the mistakes I made should have been more successful..."</i>	

When the results in Table 4 are compared with the open-ended questions answered by all participants, it is seen that an approach is proportional to the data obtained from the open-ended questions. According to both the answers given to open-ended questions and the data obtained from the one-to-one meetings held with the Presidents of the Young Entrepreneurs Council Executive Committee, the most important reason that leads to entrepreneurship is the "desire to make money". In Table 5, the participants' opinions about the intangible capital elements and the meaning units created are presented in the entrepreneurship process.

**Table 5.** Non-Financial Sources of Entrepreneurship

Participant	Discourse	Meaning Unit
PTC1	<i>"...It is very important to dream, set goals, work collectively and team work..."</i>	Goal Setting, Teamwork
PTC2	<i>"...in order to be an entrepreneur, more important than material, he needs to set his goals correctly and determine the team he will work with to achieve it."</i>	Goal Setting, Teamwork
PTC3	<i>"...ideas, courage and perseverance are necessary to become entrepreneurs. Financial problems such as money and capital in society are solved if these 3 requirements are met. A very good TEAM, knowing the bureaucracy and overcoming the obstacles ..."</i>	Courage, Perseverance, Teamwork
PTC4	<i>"...individuals should be courageous if they want to be entrepreneurs, but not crazy courage, but with feet on the ground, market research should be done objectively, environmental conditions should be evaluated well, and faithful to the moral values ..."</i>	Courage, Environmental Relations Cooperation
PTC5	<i>"...but just making money is not enough. It is essential to benefit the society in order to be sustainable. People who want to be entrepreneurs should not only start a business to earn money, but also have the courage to direct the society..."</i>	Benefit Leading
PTC6	<i>"...if we want to be an entrepreneur, we will be aware of what is happening around us first. Otherwise, if you try to make money without worrying about environmental relations, you will fail. Our suggestion for those who want to be entrepreneurs is to know their environment well..."</i>	Environmental Relations, Desire to Earn Money
PTC7	<i>"...it takes courage and ambition to be an entrepreneur. We should not fall into despair..."</i>	Courage, Perseverance
PTC8	<i>"...courage, human relationship, good public relations and having innovation, that is, being open to change is important for being an entrepreneur..."</i>	Environmental Relations, Innovation

PTC9	<i>"...it is necessary to love communicating and getting to know new people..."</i>	Environmental Relations
PTC10	<i>"...in order to be an entrepreneur, an entrepreneurial spirit must be channeled to the right place, and whatever can motivate the individual in this regard must carry them around..."</i>	

As a result of the data of one to one interviews with the participants in Table 5, the importance of the intangible capital elements in the entrepreneurship process was analyzed. So, goal setting and teamwork are the meaning units of first participant. Also, goal setting and teamwork for second participant, courage, perseverance and teamwork for the third participant, courage environmental relations and cooperation for the fourth participant, benefit and leading for the fifth participant, environmental relations, desire to make money for the sixth participant, courage and perseverance for the seventh participant, environmental relations and innovation for the eighth participant, and environmental relations for the rest occur as the key concepts of discourses. The last two participants emphasized the importance of environmental relations in the context of intangible capital types in entrepreneurship. Accordingly, teamwork (3) and environmental relations (4) constituted the most emphasized elements. The data in Table 6 overlap with answers to open-ended questions, which include all participants of the study. The relevant data reveal that the most frequently used concept is "environment" when compared with the opinions of the participants presented in Figure 4 about the intangible capital elements in entrepreneurship processes. Therefore, in the entrepreneurship process, the most important factor apart from the tangible or financial elements is considered as "environmental relations" and this situation reveals the importance of social capital in entrepreneurship. In Table 6, the discourses of the participants were examined in line with their suggestions for those who want to be entrepreneurs and relevant units of meaning were created.

**Table 6.** Recommendations for Entrepreneurship

Participant	Discourse	Meaning Unit
PTC1	<i>"... If they use accounting and money management a little more effectively, they can become a more successful role model entrepreneur..."</i>	Expertise in Money Management
PTC2	<i>"... entrepreneur needs to make a proper plan and realize that plan to achieve the goals..."</i>	Planning
PTC3	<i>"... it is important for them to continue their journey without stopping in the obstacles they will encounter..."</i>	Being Determined
PTC4	<i>"...should be encouraged... environmental conditions should be evaluated well..."</i>	Courage, Environmental Conditions, Domination
PTC5	<i>"... society should also have the courage to steer..."</i>	Courage
PTC6	<i>"... our suggestion is to know their environment well and to be aggressive..."</i>	Courage
PTC7	<i>"...it takes courage and ambition to be an entrepreneur..."</i>	Courage
PTC8	<i>"...I recommend people to be entrepreneurs if they want to be beneficial to people, society and their family..."</i>	Social Benefit
PTC9	<i>"...the person who wants to be an entrepreneur must know himself well..."</i>	Self-Knowledge
PTC10	<i>"...you should act by calculating everything as much as possible and by getting experience from past people..."</i>	Learning from Experience



Table 6 shows the participants' suggestions for individuals who want to become entrepreneurs. These suggestions were examined within the discourses of the participants and their meaning units were created. As a result, the vast majority of participants drew attention to the concept of "courage" for individuals who want to be entrepreneurs. In addition, the desire to "benefit the society", "self-knowledge" and "experience" of the individual are among the suggestions for individuals who want to be entrepreneurs.

## CONCLUSION & DISCUSSION

The aim of this research is to emphasize the entrepreneurial characteristics in terms of the phenomenological point of view. Data have been collected through young entrepreneurship councils' executive board members in Turkey's Central Anatolia Region. When the data were analyzed, it was found that the participants highlighted the concepts of courage and self-confidence at the forefront of the factors that they deem important in the entrepreneurship process. Accordingly, the participants have demonstrated the necessity of courageousness and self-confidence features. The participants also stressed that the social environment plays a key role for individuals who want to be entrepreneurs. According to the data obtained from the participants, it has been concluded that requirements of entrepreneurship process such as being determined, innovativeness, social benefit and the desire to make profit are among the important entrepreneurial characteristics. In addition, the conclusion that the desire to make money is an important factor for being an entrepreneur, has been revealed in the light of the findings obtained from the one to one interviews with the participants.

Human capital characteristics are of great importance in the entrepreneurship processes of the participants. In addition, it was concluded that social capital characteristics play an active role in entrepreneurship, since it is frequently used in discourses of social and interpersonal relationships. To summarize the participants' discourses, entrepreneurs are innovators shaping the society and have a key role in economic development. They use their environment effectively and have the desire to make a profit. It also has been concluded that determining the goals correctly is of great importance in entrepreneurship. The need for success and goal settings are directly proportional and being open to innovation with team spirit and teamwork, acting brave and dreaming are very important features in entrepreneurship. The most important feature that prompts the participants to entrepreneurship has been identified as an economic concern. When it is desired to determine the intangible capital elements in the entrepreneurship process, environmental relations have been identified as the most important factor. This emphasizes the importance of family and friend support in the entrepreneurship process and expresses the importance of social capital itself.

In the light of the findings obtained as a result of the analysis of qualitative data; as a concept that expresses the self-efficacy of individuals, features such as courage, self-confidence and determination that can be counted within the scope of human capital characteristics positively affect entrepreneurial characteristics. Environmental relations are the most important factors in the entrepreneurship process within the scope of intangible or non-financial capital elements. In the discourses of the participants, it is determined that the concepts of courage and social environment are related. Entrepreneurial goal setting, determination, being open to innovation, desire to gain social benefit and making profit are among the key entrepreneurial

personality traits. The most important feature that drives the participants to entrepreneurship is economic reason. The desire to make money emerged as a very important reason for being an entrepreneur. To conclude, it might be emphasized that entrepreneurs are individuals shaping the society they live in and have a key role for development not only in local but also in global basis. They tend to use their environment effectively and have the desire to make profit. Within the entrepreneurship process, one of the most important thing is setting the business goals correctly. Also, being open to innovation, that is innovativeness, acting brave and dreaming are key features in entrepreneurship as well as team spirit and team work.

As Aktaş (2019) stated, entrepreneurs are the pioneers of change in society with their innovative products and services. Sometimes this innovation may even be the reason for the collapse of many businesses in the sector. Sometimes the entrepreneur is a businessman trying to make a difference by focusing on opportunities in the market. However, the only truth is that entrepreneurship has gained more importance. The reasons might be related with the increasing unemployment rates, changing economic structure with the increasing strength of the new economy and theoretical developments in economics and business administration and general acceptance of entrepreneurship. Besides that, as Onay (2010) states that the change is one of the basic rules determining life and it is not possible for businesses to stay away from this change. It is stated that the support of internal entrepreneurship activities is related to innovation and this should be among the main objectives of the organizations. Çabuk et al. (2014) conducted studies with women entrepreneurs and the findings showed that the biggest problems experienced were emotional tension and then family pressure and loneliness in business processes. Also, it is explained that the most important reason for starting a business depends on economic gains.

In the research, entrepreneurial characteristics of participants constituted the main basis. During the research process, it will be appropriate to mention the following suggestions as a result of the discussion of open-ended questions obtained using the questionnaire form and the discourses obtained from one-to-one interviews within the scope of qualitative research methods with the phenomenological research pattern. As a result of globalization and technological developments, entrepreneur candidates must deal with non-financial capital sources of entrepreneurship. As a requirement of development in the advancing technological environment, the increasing number of individuals who learn to invest in them brings qualified workforce. Accordingly, attention should be paid to the concept of culture that shaping the behavior patterns and personality traits in entrepreneurial processes. Among the indicators of economic development, cultural, social and human capital features are important and they have positive effect on the national income of countries. Investments in individuals are thought to have a major impact in eliminating many negative situations in developing groups. Individuals develop themselves through education and have a productivity phenomenon. It is envisaged that the dissemination and continuity of the entrepreneurship culture will be directly proportional to the investment made in the non-financial sources of the entrepreneurs. There is a very close relationship between the economic power and the success of entrepreneurs, so there is a need for mechanisms directly supporting entrepreneurs. The social aspect of entrepreneurship in today's economics in which competition is getting more and more sharp, necessitates support systems facilitating the success.

**ETHICAL CONSIDERATION**

In this article, writing rules and publishing policies of the journal are followed. The author is responsible for the ethical rules in terms of the research and publishing policies of the journal. Submitted article contains no matter that can be construed as infringing in any way on the copyright of another party.

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