

## **Research on the Relationship between Achievement Motivation, Policy Entrepreneurship and Entrepreneurial Intention**

Zhihua Lian<sup>a</sup>, Zhenhui Zhan<sup>b</sup>, Xiaojie Qiu<sup>c</sup>

Xiamen University Tan Kah Kee College, Zhangzhou 363105, China

<sup>a</sup>lawrancelian@xujc.com, <sup>b</sup>mkt14050@stu.xujc.com, <sup>c</sup>ibt15123@stu.xujc.com

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*Abstract: The purpose of this paper is to explore the effect of achievement motivation and entrepreneurial intention and the effect of policy entrepreneurship and entrepreneurial intention of Chinese returned migrant workers. A survey was conducted to measure variables in this study. Based on review of the related studies about achievement motivation, policy entrepreneurship and entrepreneurial intention, the authors establish a theoretical model and propose hypotheses. Data were obtained from 496 Chinese returned migrant workers. According to the statistical analysis result, the paper demonstrates that achievement motivation can affect entrepreneurial intention; when people have stronger preference to chase for achievement motivation, the relation between achievement motivation and entrepreneurial intention becomes stronger; once the policy entrepreneurship have certain significant effects on entrepreneurial intention, the relation between policy entrepreneurship and entrepreneurial intention becomes stronger. The paper explains the internal relations between achievement motivation, policy entrepreneurship and entrepreneurial intention on the basis on of the characteristics of Chinese returned migrant workers.*

*Keywords: achievement motivation, policy entrepreneurship, entrepreneurial intention, returned migrant workers*

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### **1. INTRODUCTION**

Migrant workers refer to people who have rural registered permanent residence but work in the city. In 2016, the number of Chinese migrant workers reached 28.1 million, this large amount group made a great contribution to the city for doing the hard and dangerous job, but they earn little. It's hard for them to integrate into the city, which brings many social problems such as resource shortage and social unrest. Research have found that encourage migrant workers to come back to the countryside to start their own business is an effective way to boost the economy of countryside, solve the problem of city and improve their lives. Thus, in this paper, we devoted to find out the adaption measure of the returned migrant workers through testing

three variables: policy entrepreneurship, achievement motivation and entrepreneurial intention.

Entrepreneurial intention firstly was defined as a conscious state of mind which directs attention towards being an entrepreneur or the way to become it (Bird, 1989). Entrepreneurial intention was considered as an aspiration of a person to start one's own career (Lee & Wong, 2004). It is individual's self-acknowledged conviction to set up a new business and the conscious planning to do so later on Thompson (2009). To boost the formation of highly potential entrepreneurs, the support of policy entrepreneurship is indispensable, for it may affect entrepreneurial intention through improving economy (Haifeng Qian & Kingsley E. Haynes, 2014). The aim of policy entrepreneurship is to "stimulate economic growth, job creation, social welfare and innovation" (Magnus Henrekson & Mikael Stenkula, 2009). Economy can affect individual's intention to become an entrepreneur (Davidsson, 1995), which means policy entrepreneurship may influence entrepreneurial intention through facilitate economy. Another research had used employment as measurement and identified a positive link between Policy Entrepreneurship and economic growth (Reynolds, 2000). Myung-Kyu Kwon and Hae-Sool Yang (2016) also demonstrated that the policy entrepreneurship do affect entrepreneurial intention. Plenty of researches showed that individuals who have a strong achievement motivation compete to do challenging tasks and get satisfaction from personal mastery. Achievement motivation can affect the way individuals perform the task and it also represents a desire to show competence (Harackiewicz & Barron & Carter & Lehto & Elliot, 1997). In relation to that, achievement motivation is relevant to success in business. Achievement motivation directs, stimulates and maintains entrepreneurs' task of starting new businesses. A positive relationship between some type of entrepreneurial behaviors and achievement motivation has been found (Baum & Locke, 2004; Baum, 2001; Johnson, 1990). However, in those researches, the direct relationships among policy entrepreneurship, achievement motivation and entrepreneurial intention were not be clarified. In addition, most of the existing researches and studies were based on the situation of western society. China is a socialist state which riches in multi-culture, to which existing researches may not apply.

Moreover, this research is devoted to look into the adaption measure of the returned migrant workers in China. But, data of existing researches are mostly from entrepreneur, employee, and MBA students. These deviations are likely to lead inaccurate conclusion when it comes to the entrepreneurial intention of Chinese returned migrant workers. Hence, this research is an exploratory study focusing on how Policy Entrepreneurship and achievement motivation impact on entrepreneurial intention, targeting Chinese returned migrant workers who worked in the city before and come back to the countryside to start one's own business. Through gathering and analyzing the questionnaires and secondary data, it is the innovative point to hypothesize that two variables, Policy Entrepreneurship and achievement motivation, have certain effects on entrepreneurial intention.

## **2. LITERATURE REVIEW AND HYPOTHESES**

### **2.1 Literature review**

#### **2.1.1 Achievement motivation**

Murray (1938) has considered that the need for motivation is one of the important motives of human beings, and he was the first person who presented this concept. He has broadly illustrated the definition of achievement motivation: achievement motivation is a desire to accomplish something difficult quickly in order to attain a high target. David McClelland and his associates initiated the first systematic approach to develop the concept of achievement motivation. (Atkinson & Raynor, 1974; McClelland, 1961). McClelland (1987) stated that achievement motivation is a tendency to pursue success in the competition with excellent standards: Individuals who have a strong achievement motivation typically compete to do challenging tasks and get satisfaction from personal mastery. Dweck and Elliott (1983) concluded that achievement motivation consists of a complex series of standards, values, assumptions, predictions, assessments, inferences, and affective reactions that might be irrational, inaccurate, and contradictory. Achievement motivation can be differentiated into four aspects : hope for success (active approach), fear of failure (active avoidance), and fear of success (passive avoidance; e.g., Birney, Burdick, & Teevan, 1969; Heckhausen, 1963; McClelland, 1953; Schultheiss & Brunstein, 2005). In recent researches, achievement motivation has been defined as the tendency to set and work hard to meet personal standards and to attain goals within one's social environment. (Ziegler & Schmukle & Egloff & Buhner, 2010).

#### **2.1.2 Policy entrepreneurship**

Almost up to the late 1970s, Many countries preferred to encourage mergers of existing firms into larger units ,they focus less on entrepreneurial policy (Leo Paul Dana,1993).However, the usefulness of entrepreneurs and an entrepreneurship environment has been increasingly realized in the 1980s (Strinati,1982). Scase and Goffee (1987) stated that the policy of many governments shifted from discouraging to encouraging independent businesses. Staley and Morse(1971)have found that some of the environmental factors, such as: government, policies, laws, regulations and procedures, which can powerfully condition the range and scope of entrepreneurial activity. Policy makers became increasingly aware of policy entrepreneurship, which is considered as a tool to stimulate innovation, facilitate entrepreneurship and improving economic environment eventually. In early research, William Baumol (1990) argued that the goal of policy entrepreneurship is to set the rules of market game so that entrepreneurs were encouraged to direct their skills towards productive kinds of entrepreneurship. In the modern society, policy is supposed to foster innovative entrepreneurial ventures (Audretsch & Thurik

2000; Nightingale & Coad,2013). In recent research, Haifeng Qian and Kingsley Haynes (2014) defined policy entrepreneurship as tools that can facilitate the formation of highly potential entrepreneurs.

### **2.1.3 Entrepreneurial intention**

Bird (1989) defined Intention as a conscious state of mind which directs attention towards a specific object or the measure to achieve it. Accordingly, entrepreneurial intention is a conscious state of mind which directs attention towards being an entrepreneur or the way to become it. Lee and Wong (2004) considered entrepreneurial intention as an aspiration of a person to start one's own career. Thompson (2009) defined entrepreneurial intention as individual's self-acknowledged conviction to set up a new business and the conscious planning to do so later on. Hence, Lans (2010) proposed three types of entrepreneurial intention: classical entrepreneurial intention (the intention to establish a venture), intrapreneurial intention (the intention to be a corporate entrepreneur) and alternative entrepreneurial intention (the intention to operate an inherited or acquired company). Those three types of entrepreneurial intention show that entrepreneurs have different professional needs and learning goals. There are two main theoretical models of entrepreneurial intention: the model of entrepreneurial event and the theory of planned behavior. Both are widely accepted in predicting entrepreneurial intention. Ajzen's (1991) theory of planned behavior (TPB) has been found to be a powerful predictor of entrepreneurial intention and has been widely tested in entrepreneurship researches. (Kautonen & Gelderen & Fink, 2015). The TPB stipulates that intentions are predicted by a person's attitudes toward a behavior (ATB), the perceived behavioral control (PBC), and the perceived subjective norms, which can be divided into internal and external control (Ajzen, 2002). Internal control means a person's self-efficacy, and external control is an individual's beliefs toward the support or opposition he will find in the environment. Entrepreneurial intention represents an individual's intention to start a new venture (Krueger & Brazeal, 1994), and it is a conscious state of mind preceding action and directing attention toward the goal of setting up a new business. Intention is considered as the best single indicator of a planned behaviour (Krueger , 2000). In recent study, entrepreneurial intention was considered as a cognitive representation of the actions that a person is to implement in order to entrepreneurially undertake, as a result of opportunity recognition and under the influence of exogenous factors (NițuAntonie , 2014).

Based on those researches, we define entrepreneurial intention as a fundamental norm to describe the degree of ability and determination of returned migrant workers put to start a new business in the countryside.

## **2.2 Hypotheses**

### **2.2.1 Achievement motivation and entrepreneurial intention**

Plenty of researches showed that individuals who have a strong achievement motivation compete to do challenging tasks and get satisfaction from personal mastery. Achievement motivation can affect the way individuals perform the task and it also represents a desire to show competence (Harackiewicz & Barron & Carter & Lehto & Elliot, 1997). Reeve (2009) stated that achievement motivation is a desire to do something to the level of excellence. Koestner and McClelland's (1990) view level of excellence as the desire to succeed. In relation to that, achievement motivation is relevant to success in business. According to McClelland's landmark book, *The Achieving Society* (1961), he mentioned as follows: In several different countries, people in business score higher in achievement motivation than do professionals of approximately equal status. Achievement motivation directs, stimulates and maintains entrepreneurs' task of starting new businesses. A positive relationship between some type of entrepreneurial behaviors and achievement motivation has been found (Baum & Locke, 2004; Baum, 2001; Johnson, 1990).

On the basis of the above theories, in our research, we assume that the entrepreneurial motivation affects the entrepreneurial intention, so we propose research hypothesis 1:

H1. Achievement motivation has positive influence on entrepreneurial intention.

### **2.2.2 Policy entrepreneurship and entrepreneurial intention**

Nowadays there is a rapidly growing volume of literature about policy entrepreneurship and many of them refer to the effective influence of policy entrepreneurship. Scott Shane (2009) concluded that, the goal of Policy Entrepreneurship is to "create more jobs, improve growth, reduce unemployment, help people emerge from poverty, facilitate innovation, and make the market more competitive". Magnus Henrekson and Mikael Stenkula (2009) also agreed that the aim of policy entrepreneurship is to "stimulate economic growth, job creation, social welfare and innovation". Onwurafor (2013) stated that policy entrepreneurship opened more economic doors in Nigeria. Many of the researches proved that policy entrepreneurship can facilitate economy. Davidsson (1995) had found that economy can affect individual's intention to become an entrepreneur, which means Policy Entrepreneurship may influence entrepreneurial intention through facilitate economy. Another research had used employment as measurement and identified a positive link between policy entrepreneurship and economic growth (Reynolds, 2000). Thus, both economy and policy entrepreneurship are affected by policy entrepreneurship. Myung-Kyu Kwon and Hae-Sool Yang (2016) also demonstrated that the policy entrepreneurship do affect entrepreneurial intention.

Based on the above theories, in our research, it is likely that the Policy Entrepreneurship has influence on entrepreneurial intention. Thence, we propose research hypothesis 2 as follows:

H2. Policy entrepreneurship has a positive effect on entrepreneurial intention.

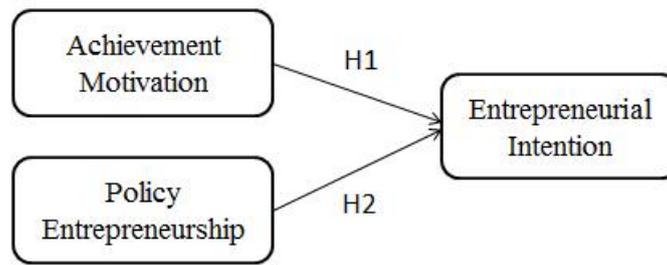


Fig. 1 Model of the Paper

### 3. METHOD

#### 3.1 Participants and procedure

The sample based on the data of 496 rural migrant workers in 3 towns of Liancheng county in Fujian Province. Participants who were working in various of industries mastered some techniques and experiences in the city for many years. They were asked to complete the questionnaires on their motivations towards returning to rural entrepreneurship and to provide demographic information for migrant workers. As a results, 496 migrant workers completed the questionnaires. The 260 female and 236 male participants ranged in age from 18 to 45 years ( $M=28.35, SD=.88$ ). The education of the 348 married and 148 unmarried participants were widely ranged, including 6.5% were primary school graduates, 33.9% were junior high school graduates, 48.4% were high school graduates, and 11.3% were college graduates. Because of the participants' education, We asked the investigator to explain every question in the questionnaires to the participants. These more accurate data were used for data analysis.

### 4. MEASURE

#### 4.1 Achievement motivation.

Achievement motivation was measured by the 4-item revised Achievement Motive Scale (Stewart & Roth, 2007). The items was based on rural migrant workers' psychological changes (e.g., "I want to gain a higher social status"), in order to explore whether migrant workers returning to rural entrepreneurship will generate a sense of achievement. Migrant workers were asked to evaluate their achievement motivation on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). In this study, the Cronbach's  $\alpha$  of the 4-item was .88.

#### **4.2 Policy entrepreneurship.**

Six items of this measure were adopted from the scale (Korunka & Frank & Lueger & Mugler ,2003). Participants were requested to choose a level of understanding of policy entrepreneurship (e.g., “you know the level of entrepreneurship training policy”). These items were measured on a five-point Likert scale from 1 (less understanding) to 5 (well understanding). In this study, Internal consistency (Cronbach’s  $\alpha$ ) of policy entrepreneurship was .85.

#### **4.3 Entrepreneurial intention.**

The 4-item from Krueger , Reilly and Carsrud (2000) were used to measure entrepreneurial intention. The items are including : “You have the intensity of the current intentions to return to rural entrepreneurship” , “Whether you have a entrepreneurial idea in the past” and so on. Responses to the scale were indicated on a 5-point Likert scale (1 = “extremely weak”, 5 = “extremely strong”). In this study, the Cronbach’s  $\alpha$  of this scale was .86.

#### **4.4 Control variables.**

We measured and controlled migrant workers’ gender (dummy coded: 1 = “male,” 2 = “female”), age (dummy coded: 1 = “18 to 25 years old,” 2 = “26 to 35 years old,” 3 = “36 to 45 years”), marriage (dummy coded: 1 = “married,” 2 = “unmarried”) and the type of education (dummy coded: 1 = “primary school graduates,” 2 = “junior high school graduates,” 3 = “high school graduates,” 4 = “college graduates”). These variables were used as control variables in the other entrepreneurship intentions researchs (Block , 2011; Zhang , 2016). Thus , We make data analysis more accurate by adding reasonable control variables.

### **5. RESULTS**

#### **5.1 Descriptive statistics and correlations**

Correlations and descriptive statistics between the main study variables were all presented in Table 1. The correlations demonstrated in Table 1 show that entrepreneurial intention were related to other control variables and independent variables. The results showed that entrepreneurial intention was significantly correlated with achievement motivation ( $r=.092, p<0.01$ ) and policy entrepreneurship ( $r=.202, p<0.01$ ). Results suggested that higher levels of achievement motivation and better understandings of Policy Entrepreneurship were associated with an increasing entrepreneurial intentions.

Table 1 Correlations, Means and Standard Deviations.

Variables	Means	Std.D	1	2	3	4	5	6	7
1 Gender	1.476	.500	-						
2 Age	2.234	.882	-.088	-					
3 Education	2.645	.765	-.086	-.428**	-				
4 Marriage	1.702	.458	.268**	.633**	-.257**	-			
5 AM	3.613	.896	.159**	-.151**	.070	.013	-		
6 PE	2.685	.893	-.008	.165**	-.045	.007	-.011	-	
7 EI	3.573	.732	.005	-.033*	.234**	.029*	.092**	.202**	-

Note 1: AM = Achievement Motivation; PE = Policy Entrepreneurship; EI = Entrepreneurial intention

Note 2: \*p<.05; \*\* p<.01; \*\*\*p<.001.

### 5.2 Multiple hierarchical regression analysis

Table 2 Results of regression analysis, dependent variables: entrepreneurial intention.

Variables	Model1	Model2	Model3
	EI	EI	EI
Gender	.013	.004	-.004
Age	.040	.057	-.030
Education	.270***	.268***	.260***
Marriage	.069	.059	.114
AM		.080***	
PE			.218***
R <sup>2</sup>	.064***	.270**	.209***
adj-R <sup>2</sup>	.056***	.256**	.198***
F	8.356***	13.235**	24.765***

Note 1: AM = Achievement Motivation; PE = Policy Entrepreneurship; EI = Entrepreneurial intention

Note 2: \*p<.05; \*\* p<.01; \*\*\*p<.001.

To test our hypotheses, we used a multiple hierarchical regression analysis as shown in Table 2. The control variables(e.g., “gender”, “age” , “education” and “marriage”) were entered in Model 1. Education ( $\beta = .270, p<.001$ ) was a significant positive predictor of entrepreneurial intention. Thus, education of control variables was the influential factor of the strength of entrepreneurial intention. In Model 2, we added achievement motivation of independent variables with four control variables. For Hypothesis 1 , we explored the relation between

achievement motivation and entrepreneurial intention, we found a significant positive relationship between these two variables ( $\beta = .080$ ,  $p < .001$ ). For Hypothesis 2, we discussed the relation between Policy Entrepreneurship and entrepreneurial intention, we found a significant positive relationship between these two variables ( $\beta = .218$ ,  $p < .001$ ). We tested two hypotheses. Firstly, achievement motivation would have an important effect on entrepreneurial intention. Secondly, Policy Entrepreneurship would be positively associated with entrepreneurial intention. We tested the hypotheses with the sample of 496 returned migrant workers in 3 towns of Liancheng county in Fujian Province. Our research results support the hypothesized relationships.

## 6. DISCUSSION

Migrant workers who were working in the cities, mastering some skills and accumulating experiences were a special group for China. However, more and more migrant workers selected to return to rural entrepreneurship. Thus, this study explored two important research questions. First, why migrant workers chose to return to rural entrepreneurship. This study examined the returned migrant workers' entrepreneurial intentions to understand why he chooses to return to rural entrepreneurship. After controlling the participants' gender, age, marriage and education, the results of data analysis showed that all participants have strong returned entrepreneurial intention and think entrepreneurship was more important for their family. Second, what factors affect the returned migrant workers' entrepreneurial intentions. The study committed to verify the influence factors of entrepreneurial intention among with the returned migrant workers, consisting of achievement motivation and policy entrepreneurship. The results of our multiple hierarchical regression analysis showed that achievement motivation and Policy Entrepreneurship all have an important effect on entrepreneurial intention. According to a large number of data and accurate analysis, it is testified that the hypotheses made in this paper are real and effective.

In reviewing entrepreneurship research, many scholars take college students as the study object of entrepreneurial intention. Abdullah and Noorshella (2017) studied factors affecting entrepreneurial intention among the Malaysian University students. The study showed that college students were more inclined to entrepreneurship than working. Some other scholars (Saeed & Yousafzai, 2015; Westhead & Solesvik, 2016; Goyanes & Serra, 2016) also confirmed this view in their study. Manuel and Marcello (2015) proven that the entrepreneurial success rate of college students is high. But in this study, we selected returned migrant workers as the research object. However, the research results of different research objects are different. In the study of worker entrepreneurship, Sílvia, António and Susana (2016) found that workers have the competencies, intention and willingness to become entrepreneurs. And the workers thought they are capable of entrepreneurship. Although no one is studying the entrepreneurial intention of returned migrant workers. Based on the previous theoretical basis not only college students who have the higher entrepreneurial success rate but also workers

who thought they are capable of entrepreneurship, they all had entrepreneurial intention. Hence, we selected the returned migrant workers as our object of study was an reasonable and feasible decision in the special context which showed that migrant workers' living environment is poor of China. Next we need to explore what factors affect the returned migrant workers' entrepreneurial intentions.

First of all, achievement motivation has a positive impact on entrepreneurial intention in this study. In other scholars' researches, entrepreneurial motivations and intentions were often explored together (Solesvik, 2013; Giacomini & Janssen, 2011). With the deepening of the study, Antonioli, Nicolli and Ramaciotti(2016) found that the intrinsic motivation effects entrepreneurial Intention. Nevertheless, achievement motivation is one of the intrinsic motivation. Hence, the result of this study was matched with other research results. In this study, when the returned migrant workers have a stronger achievement motivation, they will have a stronger entrepreneurial intention. The returned migrant workers who were just employees were working in cities many years, they never enjoy the boss's feelings. When the returned migrant workers want to be an entrepreneur, they will create a series of achievements to affect entrepreneurial intention relatively. In a word, achievement motivation plays an important role in the the research of entrepreneurial intention. Even in this article, achievement motivation can effectively enhance the entrepreneurial intention of the returned migrant workers. Hence, the returned migrant workers who promote the awareness of achievement motivation can increase confidence in entrepreneurship.

Through the data analysis we conclude that the policy entrepreneurship has a positive impact on entrepreneurial intention. In other word, the returned migrant workers' entrepreneurial willingness will become stronger when the government publishes the policy entrepreneurship. In the researches of other scholars, David and Friederike(2010) showed that entrepreneurship and government policy are interrelated in Belarus and Estonia. With the development of studies, Nielsen (2016) proven that the participants generate entrepreneurship orientation when the government is constantly releasing entrepreneurial policies. And Claire (2012) explored that policy can enhance entrepreneurship in German. Then, Nick (2013) through the study of entrepreneurship and the role of policy founded that policy is a power that can not be ignored in the process of entrepreneurship. With the continuous development of China's economy, entrepreneurship plays an important role in economic development. The returned migrant workers gradually become a new force of entrepreneurship. Thus, the government has released a large number of policies on the returned migrant workers. The government through the provision of infrastructure, financial subsidies, exchange platform and so on, helping the returned migrant workers better business entrepreneurship. According to the relevant departments founded that more and more returned migrant workers selected to return to rural entrepreneurship instead of working in the city. In a word, With the continuous improvement of Policy Entrepreneurship, these can effectively enhance the entrepreneurial intention of the returned migrant workers, providing a good foundation for their entrepreneurship.

## **7. CONCLUSION**

In this paper , we contribute to the developing of research that aims to understand the returned migrant workers' entrepreneurial intention. Although the past study in this field has focused primarily on personality and social influences on entrepreneurial intention, here we used achievement motivation and Policy Entrepreneurship as entrepreneurial intention's influence factors among the returned migrant workers. Our findings demonstrate that promoting the returned migrant workers' achievement motivation and releasing the Policy Entrepreneurship from the government can help they generate entrepreneurial intention strongly. In contrast, achievement motivation can effectively affect entrepreneurial intention than Policy Entrepreneurship. Our findings highlight the returned migrant workers should adjust yourself to the policy environment and enhance the level of knowledge to understand your achievement motivation, suiting for the returned migrant workers to have stronger intentions to return to rural entrepreneurship.

## **8. LIMITATION AND FUTURE RESEARCH**

We would have to admit that this study has some limitations. First of all, the data collect of this research subject are especially difficult. The area of research cover 3 towns of Liancheng county in Fujian Province. The participants are from different cities in different jobs and different position. we collect the questionnaire in different cities is more difficult. And the amount of sample is not enough, causing 3 towns' participants is not average. Since migrant workers are working in too many industries, We do not investigate enough industry among the migrant workers' . Secondly, most of the participants of this subject are not entrepreneurial, but the participants have social work experience, the part is not reliable enough to represent the whole migrant workers. In the later research, we control the demographic variable more detail so that the sample could be more representative. In information collection, we intend to hand out the same number of questionnaires in 3 towns of Liancheng county in Fujian Province. Hopefully, some scholars could continue to improve the operability of the proposal.

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