



Necessity Entrepreneurs: Drivers and Characteristics

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Abstract: On 11th March, 2020, World Health Organisation (WHO) declared COVID-19, a pandemic. Malaysia Government implemented 'Movement Control Order' or full lockdown on 18th March, 2020 causing unemployment to reach to 4.55% in 2020 and reached 5.3% in May 2020 - indicating the highest rate, for the past 20 years as reported by Department of Statistics Malaysia (DOSM). On the 1st April 2022, Malaysia transitioned to an endemic phase, leading to a gradual increase of its economic activities, especially opening up of more food and beverage services (F&B) businesses. This study examined the factors which are drivers and characteristics, which lead to necessity entrepreneurs (NE) preferably choose F&B services businesses. The two research questions are 'What are the drivers of NE who are involved in the F&B services businesses?' and 'What are the entrepreneurial characteristics of NE who are involved in the F&B services businesses?' Literature reviews were carried out on entrepreneurship, NE (Serviere's Venture Creation Model for NE, 2010) and entrepreneurial characteristics (Ernst & Young's Entrepreneur Model, 2011). The research design is an exploratory case study qualitative research with an in-depth semi-structured interview session, comprising of a pilot study, and a main study of 21 F&B services in Ipoh city. Thematic analysis was carried out with the 'ATLAS.ti 23' software. Findings suggested four novel drivers of NE, viz. family cohesion; inherited culinary skills; pursuit of culinary ambition; and unmotivated in job. Furthermore, eight novel characteristics of NE comprising perseverance; patience; money management; wellness; kinship; creativity; communication network; and self-discipline.

Keywords: COVID-19; necessity entrepreneurship; entrepreneurial drivers and characteristics; food and beverages

INTRODUCTION

The inauspicious 11th March 2020, was the day, World Health Organisation (WHO) acknowledged the coronavirus, 'Covid-19' a pandemic (Liguori & Winkler, 2020). Due to the despicable 'SARS-CoV-2' virus, it was the source of the Covid-19 pandemic. With immediate effect, there was a decline in economic activities and many economists predicting both recession and a depression (McKibbin & Fernando, 2020).

Background of study: socio-economic impact of Covid-19 lockdowns

The nefarious pandemic has a catastrophic effect on of Malaysia's economy with an unbelievable amount of damage to the country in most the of business sectors, such as manufacturing sectors (except glove manufacturing); tourism sectors (airlines and hotels); bankruptcies; plummeting stock markets; and unemployment. As a matter of fact, the sentiments amongst economists and business entrepreneurs are of the opinion, the economic penalties caused by the virus, are the worst in this century (Shibata, 2021; Tooze, 2020).

Chronology of events from Covid-19 till 'post-coronavirus period'

The Malaysian Government has taken an unpleasant, unfavourable economic decisions to lock down the whole nation, known as 'Movement Control Order' (MCO); followed by 'National Recovery Plan' (NRP) with four (4) phases; and finally, the transition to the endemic

phase on the 1st April 2022; with the reopening of its international borders followed by relaxing of SOPs on the 1st May 2022; leading to the gradual revival of its economic activities. The period from 1st May 2022 onwards till the present time is refer to as ‘post-coronavirus period’. The following sections elucidate two (2) socio-economic impacts of Covid-19 pandemic and lockdowns affecting every Malaysian.

Unemployment in Malaysia

In 2014, unemployment in Malaysia for the last two decades (1999 to 2020), reached its lowest level, with 2.88 percent, and conversely peaked at 4.55 percent during Covid-19 pandemic lockdowns (Statista, 2021). These data are depicted in Figure 1.

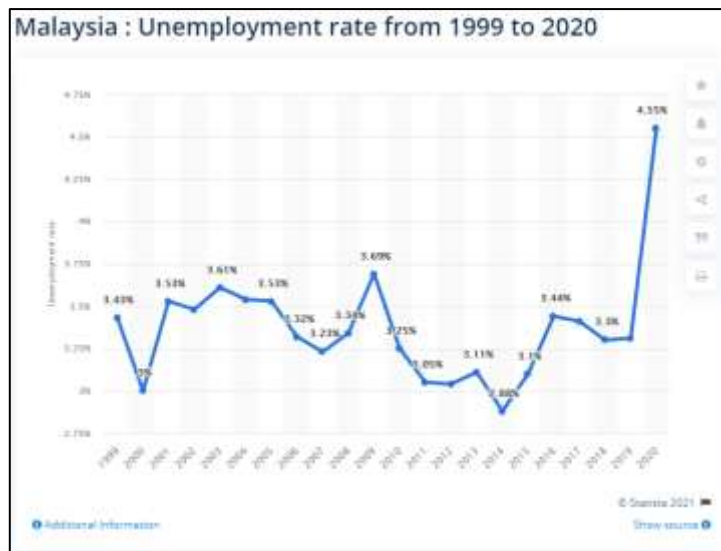


Figure 1. Unemployment rate in Malaysia from 1999 to 2020

Note. From “Unemployment rate in Malaysia from 1999 to 2020,” by A. O’Neill, 2021, Statista.com. <https://www.statista.com/statistics/319019/unemployment-rate-in-malaysia>. Copyright 2021 by Statista.com. Permission not sought.

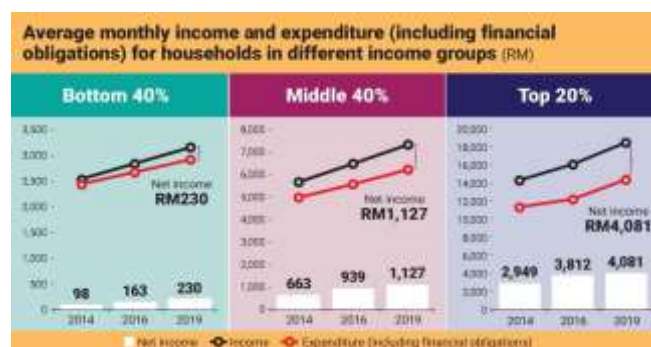
Department of Statistics Malaysia (DOSM, 2020) reported unemployment rate of 5.3 percent with ‘826.1 thousand persons’ in May 2020; but a lower unemployment rate of 4.5 percent or involving ‘728.1 thousand persons’ in May 2021.

Employees with high debt and low pay

Bank Negara Malaysia (BNM) reported that majority of Malaysian households have low savings, and the alarming fact that only 76% of households have savings that can only sustain living expenditure of three (3) months or less.

In the *Bank Negara Malaysia Annual Report 2021*, the bottom 40% (B40) households had a monthly net income RM230 per month; whilst the middle 40% (M40) and top 20% (T20) households, had a monthly net income of RM1,127 and RM4,081 respectively in 2019 (after accounting for expenditures and financial obligations). This is illustrated in Table 1.

Table 1. Average monthly income and expenditure (including financial obligations) for households in different income groups (RM)



Note. From “Average monthly income and expenditure (including financial obligations) for households in different income groups,” 2021, *Bank Negara Malaysia Annual Report 2021*, p. 16. Copyright 2020 by Bank Negara Malaysia. Permission not sought.

Outwardly, the B40s have a net income of RM230 to survive on in 2019, but this was before the lockdowns. In reality, during the lockdowns, the impact of unemployment on the B40s has deteriorated and exasperated their average income and expenditure.

Firstly, there was no more income due to unemployment, but the expenditure remains the same, resulting in a *deficit income*, (-) RM2,770 [Calculation is RM3,000 – RM230 = RM2,770]. This implies that the unemployed *B40s did not have any income* at all, but still have to pay for their expenditure, including financial obligations.

A majority of Malaysian households have low savings, and no proper ‘safeguard’ or ‘safety net’; compounded by unemployment, jobs loss, jobs on furlough, and salary reduction; inevitably forced these B40s to withdraw their retirement funds from Employees Provident Fund (EPF).

In a nutshell, 8.1 million members of the Employees Provident Fund (EPF) from the three strata of society, *vis-à-vis*, B40, M40 and T20, as of 16th February, 2023, withdrew a total of RM145 billion due to the Covid-19 pandemic. These Malaysians were still badly knockout by the calamitous effect of the pandemic and lockdowns, with the only legal source of borrowings of money was from EPF to tide over their loss of income (unemployment) or shortfall in income.

For those unfortunate and unemployed B40s who do not have any EPF savings, it is near impossible to eke out a living on a tiny net income of RM230 only.

Hence, to increase the net income of the B40s who are in abject poverty with a deficit income of (-) RM2,770, the unemployed B40s affected during the Covid-19 pandemic for the past three (3) years, are forced to emerge as sustainable F&B services entrepreneurs to eke out a living.

This is the area of research of this research article.

Therefore, the unemployed B40s were coerced into entrepreneurship, and the probable solution is 'necessity entrepreneurship'.

The terms, 'necessity entrepreneur' and 'necessity entrepreneurship' were created by Global Entrepreneurship Monitor (GEM) in 2001 (Block & Wagner, 2010). Additionally, GEM introduced the terms necessity and opportunity entrepreneurship, and stated that a distinction should be made between entrepreneurship that reflects a voluntary pursuit of opportunity, versus entrepreneurship that reflects the necessity to engage in such activity in the absence of other employment opportunities.

Opportunity entrepreneurs are seen as entrepreneurs who start a business in order to pursue an opportunity, whilst necessity entrepreneurship is more need-based, and implies that individuals who start small scale enterprises out of necessity.

On the other hand, renowned researchers, Block and Wagner (2010, p.157), explained further in the following statement, ... "But when a person leaves her previous job involuntarily (e.g., her place of work closed down or she was fired), we interpret this job change to mean that she was pushed into entrepreneurship by external factors. We define such a situation as necessity entrepreneurship."

This is further reinforced by Reynolds (2015), who states that aside from opportunity, necessity is another common motive for one to be involved in entrepreneurship. The desire to improve one's way of life out of hardship caused by external factors can be a major force in driving them there, (Shane, 2003) despite the increased possibility of failure is waiting in the onset of the lockdowns. Furthermore, researchers (Maksimov et al., 2017; Fairlie & Fossen, 2020) emphasised that poverty can be reduced in society through establishing micro and small enterprises, especially in the food and beverage services (F&B) businesses.

In a nutshell, during the 'post-coronavirus period', many jobless workers with low educational levels, low skill levels, and limited digital literacy, are now emerging as necessity entrepreneurs in the F&B services businesses, rather than other service sectors such as hair-dressing (hair or beauty salon), barbering (barber shop), dress-making, tailoring, and gardening, and other vocations (Boyd, 2005).

Research Objectives

In this research proposal, there are two objectives and they are as follows: -

- a) The first objective is to find out the drivers of necessity entrepreneurs who are involved in the food and beverage services businesses.

b) The second objective is to find out the entrepreneurial characteristics of necessity entrepreneurs who are involved in the food and beverage services businesses.

LITERATURE REVIEW

Nonetheless, Ernst & Young (2011), (Pinelli, 2011) based on the research into the mindset of today's entrepreneurial leaders, comprising a survey and in-depth interviews of '685 *entrepreneurial business leaders from around the world*', has developed a 'DNA of the entrepreneur model' of what comprises an entrepreneurial leader.

- At the 'heart' of this model are the contradictory, hitherto harmonising characteristics of an opportunistic mindset shared with a unique attitude to risk failure.
- The internal locus of control is placed in the second concentric circle. The nucleus is encapsulated within the second concentric circle with the internal locus of control, representing personal confidence that one can overcome any situation.
- Around the middle of the model are six (6) '*guides to action*' or '*behaviours*' that characterise entrepreneurs. In simple words, "entrepreneurial leaders live every day: passion, persistence, the ability to work with a team yet follow their own instincts, the creation of a 'success culture,' an eye for niches and market gaps, and focus on building an ecosystem to support the venture."
- Finally, the outer ring of the entrepreneur model, originated from previous research of the '*attributes*' identified as those held by exceptional entrepreneurial leaders, *viz.* resilience, teamwork, innovation, passion, leadership, integrity, quality, customer focus, flexibility, and vision.

Ernst & Young (2011) reiterated that ... "The core of the entrepreneur is ultimately about a way of viewing the world and the ability to act on those views. Entrepreneurial leaders are personally characterised by a strong internal locus of control, an opportunistic outlook and a willingness to take risks (and potentially fail). These characteristics are at the core of the model. The model should be viewed as a combination of all four layers that sets entrepreneurial leaders apart from their peers." The 'DNA of the entrepreneur model' is illustrated in Figure 2.



Figure 2. The DNA of the entrepreneur model

Note. From “The DNA of the entrepreneur model,” M. T. Pinelli, 2011, *Nature or nurture? Decoding the DNA of the entrepreneur*, p. 15. Copyright 2011 by Ernst & Young. Permission not sought.

The above model will be known as ‘Ernst & Young’s Entrepreneur Model’ in this article.

Therefore, entrepreneurs’ characteristics are not only concerned with the ‘entrepreneurial behaviour, but also involves the underlying forces of the business set-up, growth and expansion.’ Simply put, *nurture* is more important than *nature* in shaping the entrepreneurial mindset.

On the other hand, necessity entrepreneurs with its simplistic and minimalist business model with a paramount objective, which is to eke out a livelihood for themselves and families, on meagre earnings as necessity entrepreneurs in the micro-enterprise food industries or F&B services businesses.

Hence, their entrepreneurial characteristics are vastly different from the global entrepreneurial business leaders of well-structured companies from around the world. Therefore, the objective of this research article is to find out ‘What are the entrepreneurial characteristics of the F&B services businesses necessity entrepreneurs?’

Entrepreneurs

The first known explanation of an entrepreneur is “An entrepreneur is a person who agrees to take on a task” (Cantillon, 1755).

The well known Peter Drucker (1985), quoted ... “this defines entrepreneur and entrepreneurship – the entrepreneur always searches for change, responds to it, and exploits it as an opportunity.” This means that the skills of an entrepreneur are that “...he or she is always searching for change, reacts to it, and exploits it as a fortuitous occasion.”

In simple language, the ‘entrepreneur’ is an individual who creates a business, who will take the highest risks and who will also enjoy the highest benefits and rewards. This entrepreneurial individual is portrayed as not only an inventor but innovator, but one with new ideas, goods and services.

Necessity Entrepreneurs

The terms, ‘necessity entrepreneur’ and ‘necessity entrepreneurship’ were created by Global Entrepreneurship Monitor (GEM) in 2001 (Block & Wagner, 2010). The definition means that “individuals who start small scale enterprises out of necessity.”

The ideas of necessity and opportunity entrepreneurs refer to earlier researches on “push versus pull” motivations for starting a business venture (Solymossy, 1997).

Researchers have found necessity entrepreneurship are influenced by several factors. For example, necessity entrepreneurs usually start an enterprise when they are on furlough (Deli, 2011). Being jobless; ‘*hitting a glass ceiling*’ (which implies something that prevents someone from getting a more important position in one’s organisation or overcoming the barriers set to prevent access to advancement); hardship in a family such as difficulties of putting food on table; burnout and high work pressure; low salary; and finally, unhappiness and exasperation at workplace, are alluded as necessity entrepreneurs’ push issues.

Necessity-driven entrepreneurs not only have sparse or lack of capital, but also low level of education and knowledge, and limited skills, find employment a bane and tribulation.

Drivers of Necessity Entrepreneurs

Researchers have developed theoretical models on the interactions of the of the intrinsic and extrinsic drivers of necessity entrepreneurs. One of the theories is described below.

Serviere (2010), developed a theoretical model known as ‘Venture Creative Decision Model for Necessity Entrepreneurship’ to explain the drivers of necessity entrepreneurs.

It consists of the following dimensions: -

a) Personal factors

- Parental altruism (positive effects of parental income on child outcomes, (Altonji et al., 1997)
- Low educational level

b) Socio-economic environment

- Insufficient job opportunities
- Low income
- Social marginalisation (social turbulence)

The above dimensions create a negative cognition known as ‘Dissatisfaction’ which leads to ‘Venture Creation Decision (self-employment)’ or ‘Necessity Entrepreneurship’. Figure 3 illustrates the model.

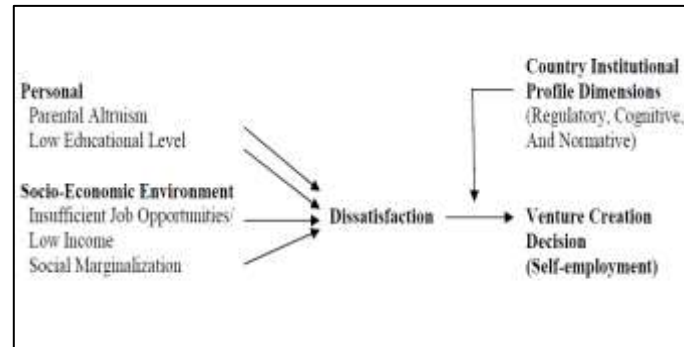


Figure 3. Venture Creative Decision Model for Necessity Entrepreneurship

Note. From “Forced to entrepreneurship: Modeling the factors behind necessity entrepreneurship,” L. Serviere, 2010, *Journal of Business and Entrepreneurship*, 22(1), p. 41. Copyright 2010 by the author. Permission not sought.

Theoretical Model for Drivers of Necessity Entrepreneurs

Necessity is the factor that forces a person into entrepreneurial activities. The person did not choose to become an entrepreneur; entrepreneurship was the only viable option left for survival. In short, necessity entrepreneurs perceive entrepreneurship as the only viable option for their survival (Acs et al., 2004).

The researchers of Spencer and Gomez (2004), and Boyd (2005), reiterated that self-employment is the simplest activity available as it is only related to tasks requiring manual labour, such as barbering, laundering, gardening, boarding, and housekeeping. In a nutshell, individuals will operationalise the decision of venture creation via self-employment, or necessity entrepreneurship because they observe it to be their most optimal decisions.

Dissatisfaction

Dissatisfaction is the state or attitude of not being satisfied; discontent; and displeasure. (Collins English Dictionary, 2014). Ben-Ze'ev (2001, p.283), emphasises that dissatisfaction is ... “The feeling of being unfulfilled when something happens that is different from what you expected. You feel that it should be changed to meet your expectations.”

Dissatisfaction and frustration with their jobs are the intrinsic factors which pushed employees to leave their organisations and start a business.

In brief, dissatisfaction is the driving force that compels and pushes individuals with low income, lack of job opportunities, and limited government support to become necessity entrepreneurs (O'Shea, 2020).

Hence, for this research, it is suggested that a theoretical model comprising of only two constructs, namely, ‘Personal Factors’ construct; ‘Socio-Economic Environment’ construct; ‘Dissatisfaction’; and ‘Necessity Entrepreneurship’ are used to depict the drivers of F&B service necessity entrepreneurs. It is noted that ‘Social Marginalization’ (social turbulence) and ‘Country Institutional Profile Dimensions’ (regulatory - government policies; cognitive – shared social knowledge; and normative – value system) are irrelevant to these micro enterprises as Malaysia is a peaceful and democratic country of hardly any social turbulence. Furthermore, this research study focuses on entrepreneurship especially necessity entrepreneurship, and not on issues related to social turbulence together with political values system of the country.

Hence, ‘Social Marginalization’ together with ‘Country Institutional Profile Dimensions’ are not depicted in the proposed theoretical model.

The proposed theoretical model is illustrated in Figure 4, entitled ‘Proposed Theoretical Model on Drivers for Creation of F&B service Necessity Entrepreneurs’.

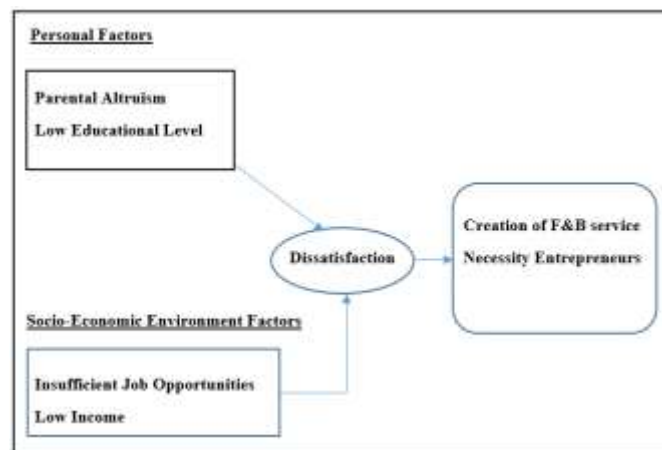


Figure 4. Proposed Theoretical Model on Drivers for Creation of F&B services Necessity Entrepreneurs

The above theoretical model is of paramount relevance to explain the drivers of the necessity entrepreneurs who are involved in F&B services businesses in Malaysia.

Entrepreneurial Characteristics of Necessity Entrepreneurs

Necessity entrepreneurs are individuals who start a business out of necessity rather than by choice. The typical characteristics of necessity entrepreneurs are as follows: -

Lack of choices

They start a business because they have limited employment options or are unable to find suitable employment.

Time sensitivity

They have to start a business quickly, with limited planning especially due to the constraints of the time factor.

Resource constraints

They have limited resources, including time, money, low income households, and access to capital.

Limited education and experience

They have limited education or business experience.

High risk tolerance

They are willing to take risks in order to generate income and support themselves or their families, usually involve in providing basic goods and services to the local community.

Focus on survival

They focus on survival as they are down to the ‘last straw’ and aim to earn more income.

RESEARCH METHODOLOGY

The research methodology is an exploratory case study qualitative research and involves semi-structured interviews with the 21 research participants who are involved in the F&B services businesses necessity entrepreneurs, focuses on ‘**interpretivist paradigm**’ (Jacob & Furgerson, 2012).

Sample criteria

The targeted sample population for this research, is based on limitations and scope of this research proposal, i.e., by concentrating only on necessity entrepreneurs operating F&B services businesses in the city of Ipoh. The rationale is Ipoh has already been officially identified by *CNN Travel* on 22nd December 2022, as a city of culinary art and delights, ranking first in Asia as the most underrated tourist attraction, and indirectly attracting many F&B services necessity entrepreneurs who are indirectly creating a vibrant and dynamic environment for the establishment of necessity entrepreneurs in the F&B services entrepreneurship.

The selection of sample population is based on the following criteria: -

- a) based on market observations, or ‘cold-calls’ by the researcher on potential F&B services necessity entrepreneurs.
- b) by ‘word of mouth’ from relatives and friends, who have patronised well-known F&B service businesses in Ipoh.
- c) based on ‘snowball technique’ or ‘snowballing effect’ from research participants, who will be invited to propose names of probable interviewees, in accordance with the sample criteria during the semi-structured interview. In other words, the research participants will recommend and introduce other similar F&B service operators.

Bryman (2016), proposes that snowball technique is optimally use in a condition where it is thought-provoking and difficult to locate suitable research participants.

- d) the initiator of the F&B service business operator has to be the original innovator or pioneer who developed the business initially. In addition, the business must not be hereditary, or bought from someone else. The criteria are of paramount importance to ensure that the selected respondent is the same innovator who had identified the business opportunity, and thus able to share his experiences.
- e) only full-time F&B service business entrepreneurs with less than five (5) hired employees, as opportunity entrepreneurs normally hired more than ten (10) employees.
- f) a minimum of two (2) or more years of F&B services business operation. Experiences from two years of F&B service business operation should suffice for the research participants, with familiarity and reveal their entrepreneurship prowess. Two years of business activities is critical for the survival of new set-up ventures and enterprises (Littunen & Niittykangas, 2010). Therefore, the present researcher assumes that enterprises which lasted the critical two years would continue to exist.

The overall research process and design involved data collection (non-random purposive sampling method that falls under a non-probability sampling); such as triangulation of data; saturation of data; ethics; anonymity; interview protocol; semi-structured interview questions; pilot study; main study (final collection of data); and data analysis of the qualitative interviews were subjected to thematic content analysis using an '*ATLAS.ti 23*' software.

Evaluative Criteria

Trustworthiness of qualitative research is an important criterion to evaluating its worth (Lincoln & Guba, 1985). Trustworthiness involves establishing credibility; transferability; dependability; confirmability; reflexivity; audit trail; and bracketing.

RESULTS AND DISCUSSION

Key Thematic Findings: Drivers of Necessity Entrepreneurs who are involved in the F&B services businesses

Majority of the necessity entrepreneurs (NE) who are involved in the F&B services businesses, believed that they are influenced by the drivers as indicated by the thematic findings.

Key Findings of 'Personal Factors' Construct

Under the 'personal factors' construct, the responses given by the research participants resulted in six (6) drivers that have been identified could be the contributing to the drivers of the F&B service necessity entrepreneurs. The drivers are parental altruism; low educational

level; family cohesion; inherited culinary skills; pursuit of culinary ambition; and unmotivated in job.

Discussion

The last four drivers, namely family cohesion; inherited culinary skills; pursuit of culinary ambition; and unmotivated in job are 'novel' drivers of F&B service necessity entrepreneurs. It is further noted that these drivers were neither discussed nor stated in the proposed theoretical model of drivers, as only generic drivers of necessity entrepreneurs were deliberated by Serviere, (2010). The researcher, Serviere, (2010) did not discuss F&B service necessity entrepreneurs. The rationale was that the drivers mentioned were generic drivers of necessity entrepreneurs and not specified F&B service necessity entrepreneurs which is the area of study for this research.

In other words, these four (4) additional drivers are suggested to be 'novel' drivers of F&B service necessity entrepreneurs as revealed and indicated by this research.

Key Findings of 'Socio-Economic Environment' Construct

Under the 'socio-economic environment' construct, the responses given by the research participants resulted in two (2) drivers that have been identified could be the contributing to the drivers of the F&B service necessity entrepreneurs. The drivers are low income and insufficient job opportunities

Discussion

The two drivers mentioned above are same as the proposed theoretical model of drivers, i.e., Figure 4, without any 'novel' drivers.

Revised Model on Drivers for Creation of F&B Services Businesses NE

From the research findings based on the semi-structured interviews and the inferences from thematic content analysis, a comparison of drivers from the Theoretical Model and the actual findings of the F&B services businesses Necessity Entrepreneurs is depicted in Figure5.

This leads to a revised model which is needed to incorporate the 'novel' responses given by the research participants. The revised model is depicted in Figure 6, entitled 'Revised Theoretical Model on Drivers for Creation of F&B service Necessity Entrepreneurs'.

Comparison of Drivers of Necessity Entrepreneurs	
Theoretical Model-Drivers	Drivers of NE interviewees
Personal factors • Parental Altruism • Low Educational Level	Personal factors • Parental Altruism • Low Educational Level • <i>Family Cohesion</i> • <i>Inheritance of cooking skills</i> • <i>Pursuit of ambition in culinary skills</i> • <i>Unmotivated in job</i>
Socio-Economic Environment • Insufficient Job Opportunities • Low Income	Socio-Economic Environment • Insufficient Job Opportunities • Low Income

Figure 5. Comparison of Drivers of Necessity Entrepreneurs

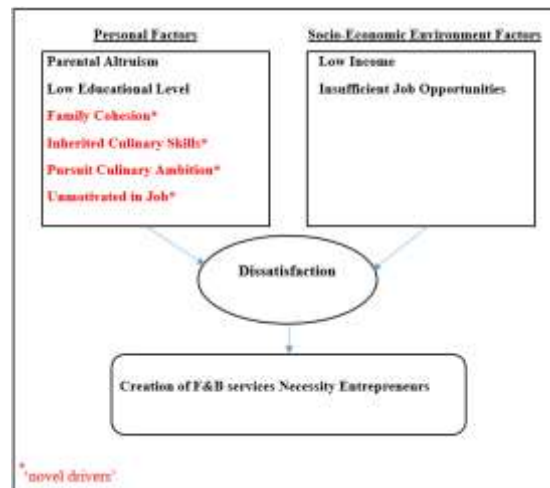


Figure 6. Revised Theoretical Model on Drivers for Creation of F&B services businesses
Necessity Entrepreneurs

Key Thematic Findings: Characteristics of Necessity Entrepreneurs who are involved in the F&B services businesses

Most of the necessity entrepreneurs (NE) who are involved in the F&B services businesses, believed that they are influenced by characteristics as indicated by the thematic findings.

Key findings of 'internal locus of control' construct

Under 'internal locus of control' construct, which is a strong personal confidence and self-efficacy over one's situation, the responses given by the research participants resulted in two (2) characteristics that have been identified could be the contributing to the characteristics of the F&B service necessity entrepreneurs. The characteristics are risk tolerance and opportunistic mindset.

Discussion

The two characteristics mentioned above are same as the Ernst & Young's entrepreneur model, i.e., Figure 2.

Key findings of 'behaviours' construct

Under the 'behaviours' construct, the responses given by the research participants resulted in six (6) behaviours or guides to action influencing the necessity entrepreneur. The

six sectors consist of the following which are described as: - has perseverance; has patience; build an ecosystem of money management, wellness and kinship; develop creativity; build communication network; and possess self-discipline

Discussion

The six (6) behaviours mentioned above, are ‘novel’ characteristics of F&B service necessity entrepreneurs, and is depicted as Figure 7. It is further noted that these characteristics were neither discussed nor stated in the Ernst & Young’s Entrepreneur Model.

Ernst & Young’s Entrepreneur Model did not deliberate on F&B service necessity entrepreneurs, as it focused mainly on multinational corporation entrepreneurs.

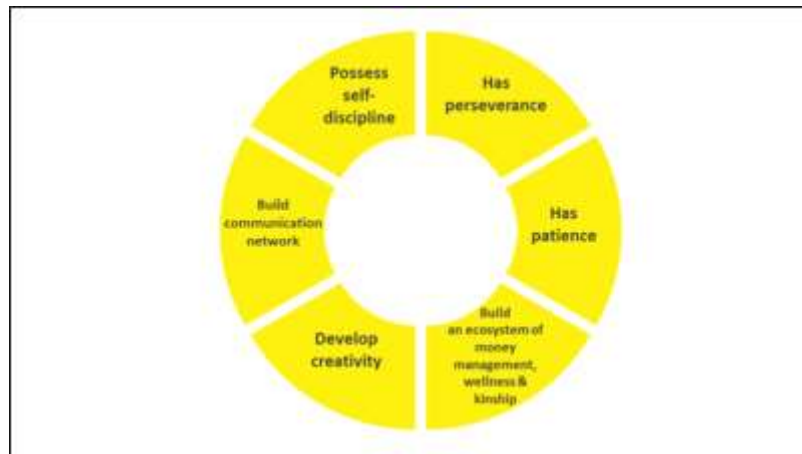


Figure 7. Proposed model of six behaviours influencing F&B services businesses necessity entrepreneur

To sum up, a comparison of these ‘behaviours’ construct is depicted in Figure 8, entitled ‘Comparison of ‘behaviours’ construct of Ernst & Young’s Entrepreneur Model versus ‘behaviours’ construct of F&B service Necessity Entrepreneur’s Model’.

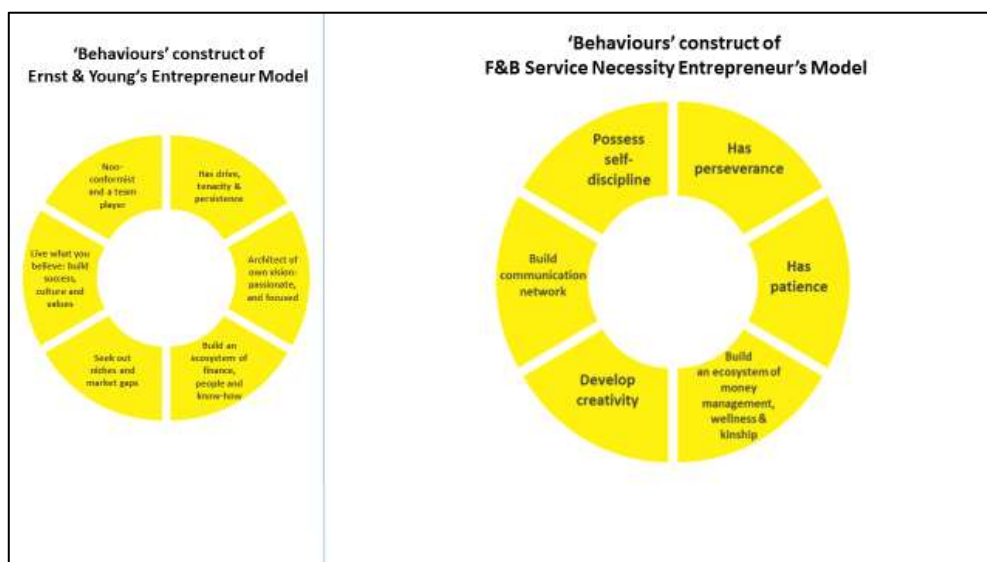


Figure 8. Comparison of ‘behaviours’ construct of Ernst & Young’s Entrepreneur Model versus ‘behaviours’ construct of F&B service Necessity Entrepreneur’s Model

Key findings of ‘attributes’ construct

Under the ‘attributes’ construct, the responses given by the research participants resulted in ten (10) attributes that have been identified could be contributing to the characteristics of the F&B service necessity entrepreneurs. The attributes are resilience; teamwork; innovation; passion; leadership; integrity; quality; customer focus; flexibility; and vision.

Discussion

The ten (10) attributes mentioned above are same as the Ernst & Young’s Entrepreneur Model, i.e., Figure 2, without any ‘novel’ attributes.

Proposed Ernst & Young’s Model for F&B Necessity Entrepreneur

There are significant differences in ‘behaviours’ construct of the F&B services necessity entrepreneurs. Therefore, these six (6) additional ‘behaviours’ construct are suggested to be ‘novel’ characteristics of F&B services necessity entrepreneurs as revealed and indicated by this research.

Discussion

The behaviours of these necessity entrepreneurs, are relevant, specified, and relate only, to their day-to-day ‘guides to action’ to sustain their micro business enterprises, albeit on a small profit margin, as compared to the multinational corporation entrepreneurs.

As a result, a proposed model is needed to incorporate the ‘novel’ characteristics of these F&B service necessity entrepreneurs. It is suggested that the revised model is depicted in Figure 9 entitled ‘Proposed Ernst & Young’s Model for F&B Necessity Entrepreneur’

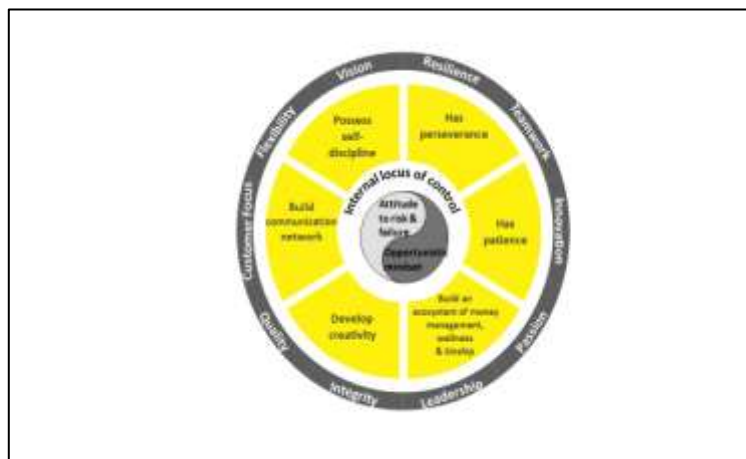


Figure 9. Proposed Ernst & Young’s Model for F&B services Necessity Entrepreneur

CONCLUSION

Entrepreneurship is one of the sources of economic activities for stimulating Malaysian economy. Thus, theories of entrepreneurship, as a soft skill, should be taught as a subject, or at least as a co-curriculum activity in secondary schools.

This research, entitled ‘Necessity Entrepreneurs: Drivers and Characteristics’, is a qualitative research, neither focusing on the broad and universal accepted drivers, nor characteristics of the common, ubiquitous, and ordinary entrepreneurs (well-structured organisations), but on specified F&B services necessity entrepreneurs in Ipoh. Most studies on entrepreneurship concentrate on characteristics of successful ordinary entrepreneurs (multinational corporations) with its characteristics of ordinary entrepreneurs e.g., leadership; teamwork; and vision. In other words, there is a need to find out characteristics of necessity entrepreneurs, that can help them to be successful and this is exasperated with not enough literature on characteristics for necessity entrepreneurs. Findings suggested four (4) ‘novel’ drivers of necessity entrepreneurs, namely, family cohesion; inherited culinary skills; pursuit of culinary ambition; and unmotivated in job. In addition, six (6) ‘novel’ characteristics of necessity entrepreneurs comprising perseverance; patience; an eco-system of money management with wellness and kinship; creativity; communication network; and self-discipline are indicated.

In conclusion, the F&B services necessity entrepreneurs and their businesses are here to stay, as most time-harried Malaysians, after work would patronise the ubiquitous F&B services enterprises for a 24-hour outdoor food culture which are not only reasonably priced and nutritious, but of varied food dishes, spawned to cater for factory workers with free public spaces to socialise as well. In other words, Malaysia’s renowned omnipresent street food culture, provides quick and cheap meals for all strata of workers, young and old. Therefore, for young Malaysians who have the passion in culinary skills and the initial drive to become necessity entrepreneurs, albeit a multifaceted juxtapose of drivers and characteristics, with the aspiration that one fine day they would achieve world class standard as a ‘Michelin star’ cook or owner of a ‘Michelin’ star restaurant in Malaysia.

(Number of words = 4,805)

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