

**THE FACTORS THAT TRANSFORM
PHARMACISTS INTO THE ENTREPRENEURS:
CASE STUDY FROM THAILAND**



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ENTREPRENEURS: CASE STUDY FROM THAILAND**

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ABSTRACT

The purpose of this study is to find out the factors that transform pharmacists into the entrepreneurs by comparing the factors that have been found in this study with the factors in motivational theories: Maslow's hierarchy of needs and Herzberg's two-factors. Information used for this study is derived from first-hand observation and two in-depth interviews with pharmacists who are now full time working for their own businesses.

The result of this study shows external factors and internal factors have played a part of the transformation. Recommendations to pharmacists who wanted to be the entrepreneurs have been provided in the conclusion part.

KEY WORDS: Entrepreneurship/ Pharmacist/ Maslow's Hierarchy of Needs/
Herzberg's Two-Factor/ Healthcare Professional

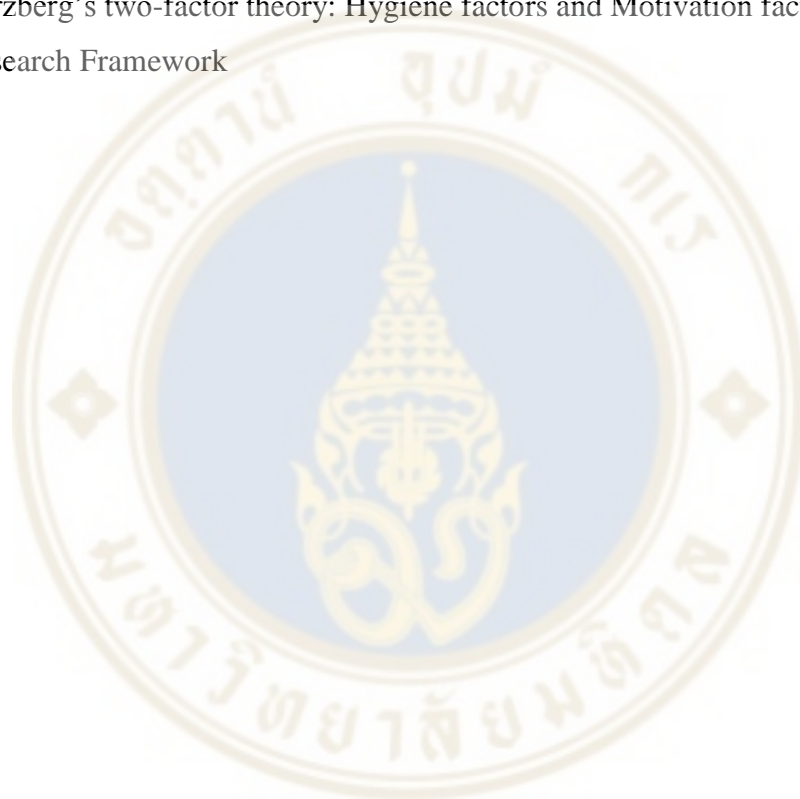
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CHAPTER I

INTRODUCTION

Entrepreneurship has been one of the significant global trends that we have been witnessed especially in the past few decades. Nowadays, many people choose to start working for their own business instead of being the 9-to-5 office workers. They rather risk quitting their secure jobs to pursue their dream of having their own business to achieve a lot more income than receiving regular income as an employee. Even the term “Startup” which was given the definition of “a newly established business” by Oxford dictionary has been increasingly mentioned more often.

Based on a Global Entrepreneurship Monitor Survey 2017/2018, Thailand has an established-business ownership rate of 15.2 percent which is the sixth highest among fifty four countries survey. A large number of Thai people perceived entrepreneurship as a good career choice which resulted in 74.7 percent or ranked ninth out of fifty two countries. Thai society gives high status to entrepreneurs which shown in a survey ranked seventeenth out of fifty two. And about 37 percent of respondents to the survey showed the intention to start their own business within the next three years.

Regarding Phagaphasvivat (2002) study on the entrepreneurship in Thailand, the cultural and demographic factors may help to explain upon the building of entrepreneurship in Thailand. The cultural and demographic factors, for example, the positive attitude of Thai people towards enterprise creation or entrepreneurship and the attitudes toward failures and success have contributed to the expansion of entrepreneurship activities which lead to the development of economic process in Thailand. Therefore, many Thai people choose to become entrepreneurs

Healthcare professionals or people who have been trained and qualified and allowed by the regulatory bodies to give the healthcare service to the patients for example, the doctors, the pharmacists, the nurses, the physiotherapists. Some also have been found to start their own businesses or become the entrepreneurs. Normally,

their educations in university provide the scientific based and technical knowledge and specialist training for these future healthcare professionals to be able to provide the treatment to the patients. On the other hand, the business relevant knowledge is rarely given to these healthcare professionals while attending the standard education. Then how can healthcare professionals transform themselves to be the entrepreneurs? This question is the key idea of this study.

In this study, we will focus on the pharmacists: the healthcare professionals who study pharmacy and are responsible for the safety and efficacy of medication in patients. However, pharmacists can work in many different work environments, for example, the community pharmacy, the hospital, the drug factory, and the pharmaceutical company (General Pharmaceutical Council, 2018). We will use the management theories and concepts to find the relevant to the factors that drive the pharmacists to start the entrepreneurship. The organizational behavior theories such as Maslow's Hierarchy of Needs and Herzberg's Two- Factor will be used to create the interview questions for the interview participants. The opened end questions will be asked in order to get the specific questions.

Information used for this study is derived from first-hand observation and two interviews with pharmacists who are now full time working for their own businesses. The semi-structured interview is conducted to gather the information from each individual in order to answer the key idea of this study and allowed the space of flexibility and new ideas to be included. In addition, secondary data is used as the supportive information and is analyzed altogether with the primary data. During the analytical process, the actual or observed information have been compared to the motivational theories and other used management theories back- and- forth in order to come up with the reliable answers and conclusions of this study.

CHAPTER II

LITURATURE REVIEW

The purpose of this research paper is to study about the factors that are driving pharmacists to transform themselves into entrepreneurs. Therefore, the definition of the keywords, the related theories of motivation, and the previous studies will be described, explained in details which are as follows:

2.1 Definition of keywords

2.1.1 Entrepreneurship

2.2 Theoretical foundation

2.2.1 Maslow's hierarchy of needs

2.2.2 Hertzberg's motivation-hygiene

2.3 Related studies

2.4 Research framework

2.1 Definition of Keywords

2.1.1 Entrepreneurship

The definition of entrepreneurship has been widely discussed among researchers and writers. There are many definitions of entrepreneurship in different ideas and various ways of looking at this term. Entrepreneurship can be described as the ability to create something, for example, the enterprise and to be able to sense opportunities even where others see chaos, contradiction and confusion (Bridge, O'Neill and Cromie, 1998). Kuratko and Hodgetts (2007) stated that the entrepreneurship is not only to create the business but it also involves "*the characteristics of seeking opportunities, taking risk beyond security , and having the tenacity to push an idea through to reality combine into a special perspective that permeates entrepreneurs.*" While Stevenson, Roberts and Grousbeck (1989) offered

that entrepreneurship is a process to pursue opportunities regardless of the resources under control. In this case, the opportunities vary among individuals as individuals have different desires and capacities (Stevenson and Jarillo, 1990). Therefore, we can see that the term “Entrepreneurship” deeply rooted with the willingness to pursue opportunity.

2.2 Theoretical Foundation

2.2.1 Maslow’s hierarchy of needs

In 1943, Abraham Maslow has published the one of the most well-known motivation theories that is being recalled as “Maslow’s hierarchy of needs” in his paper “A Theory of Human Motivation” This theory can be used as a tool in evaluating employee’s work attitudes and behaviors by understanding human’s motivation (Jerome, 2013). According to this theory, there is a hierarchy of five needs within every human being. Physiological and Safety needs are lower-order needs and Social, Esteem, and Self-actualization are higher-order needs. Lower order needs can be satisfied with the external factors, for instance, by food, paycheck, work benefits, and resident, whereas higher order needs are satisfied internally or within that person. If the lower needs have to be met or fulfilled before the individual moves forward to demand for the higher needs (Robbins, 2013). Em Griffin mentioned in his book “A First Look at Communication Theory” that the force to fulfill is strong but not overwhelming. Even though everyone has the same five needs but the ways of fulfilling the need can be varied.

The different levels of needs on Maslow’s hierarchy are discussed in details as follows:

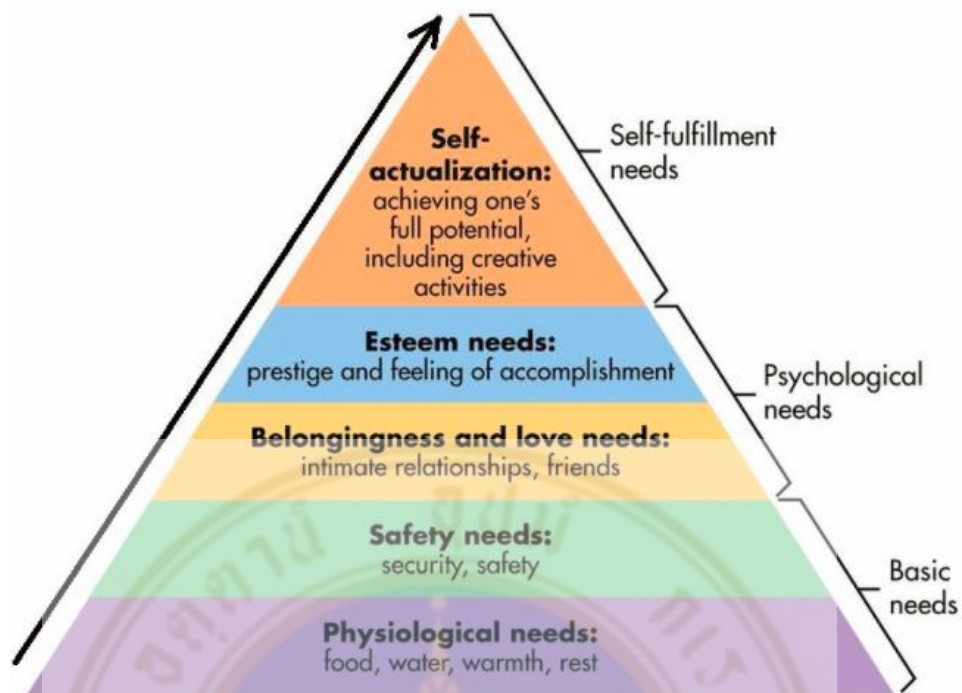


Figure 2.1 Maslow's hierarchy of needs (source: <https://studiousguy.com/maslows-hierarchy-of-needs/>)

(i) Physiological needs

These are the basic needs or the foundation of the hierarchy pyramid. They are the needs to survive including the needs for physiological necessities: food, water, oxygen, and shelter. In other word, these needs can be satisfied with a salary or income that allows individuals to be able to afford the decent living conditions (Kaur, 2013).

(ii) Safety needs

After the physiological needs have been fulfilled, the safety needs have been emerged. It is considered another lower order need. People need to have a certain level of physical comfort: the secure working environment that is safe and free from harm. The emotional aspect is also considered; people need the environment with stability and consistency that would allow them to feel secured without any fears of harm (Kaur, 2013 and Griffin, 2006).

(iii) Social needs (Belongingness and love needs)

Social needs considered as the first higher-ordered needs. Once the physiological and safety needs are fulfilled and satisfied, the next level of needs for

love, affection, and belonging are activated. Maslow stated that love involves both giving and receiving love: giving love by understanding and accepting others, receiving love is a way to avoid the loneliness and rejection (Maslow, 1943 and Griffin, 2006). In other words, People want to have satisfactory relationships with whom they interact with and feel belonging to somewhere in order to fulfill these needs (Martin and Joomis, 2007).

(iv) Esteem needs

When people are satisfied with their love and belonging, they can start to develop the internal factors such as self-respect, confidence, and achievement, the external factors such as approval of others and recognitions. In the organization, the esteem needs can be in the forms of job title, rewards, job opportunity (Cizek, 2012). If these needs are disappointed, person may feel inferior and worthless (Jerome, 2013).

(v) Self-actualization needs

Self-actualization is the highest level of the Maslow's hierarchy of needs. When all of the aforesaid needs are satisfied, then the needs for self-actualization emerge. People have the need to become what they are capable of becoming to the fullest potential; includes knowledge, understanding, self-fulfillment, the meaning of life, and the personal growth or it can be anything depending on the individual's need. However, this level of needs is rare to achieve (Jerome, 2013, Griffin, 2006, Martin and Joomis, 2007).

2.2.2 Herzberg's two-factor theory

Herzberg's two-factor theory is also known as Herzberg's motivation-hygiene theory. It was first introduced in 1959; Herzberg and his collaborators published the analysis of his study on the impact of fourteen factors on job satisfaction and dissatisfaction in engineers and accountants (Hong and Waheed, 2011). They discovered that the factors were clustered into two groups: the satisfaction factors or the factors involved in producing job satisfaction and motivation and the dissatisfaction factors or the factors that lead to the job dissatisfaction. These two factors are not connected and separate from each other which means, job satisfaction is not opposite to job dissatisfaction but, rather, no job satisfaction, as well as the opposite of job dissatisfaction is no job dissatisfaction. In other words, there are two

factors: the hygiene factors and the motivation factors. The hygiene factors are extrinsic factors that involved human basic biological needs; hunger, and shelter. The hygiene factors to the jobs include company policy, payment, job security, interpersonal relationships, working condition and supervision. If people lack of hygiene factors at work, they may feel dissatisfied or unhappiness at work. The motivation factors are the intrinsic factors that related to human ability to achieve or grow therefore, the intrinsic factors to job are for example, the achievement, the recognition for their achievement at work, responsibility, and career growth or advancement. (Herzberg, 1987)

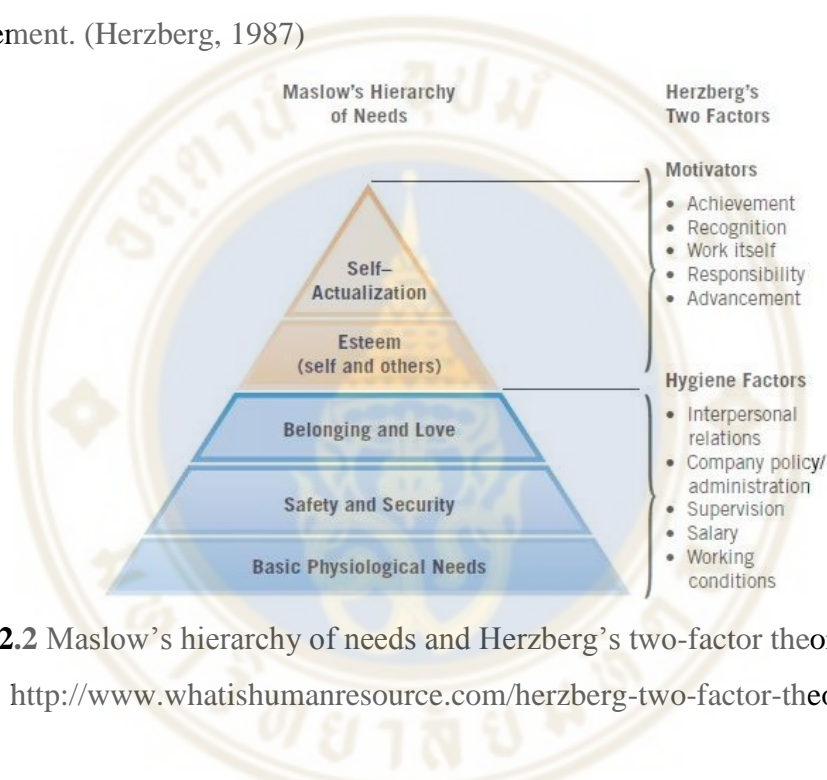


Figure 2.2 Maslow's hierarchy of needs and Herzberg's two-factor theory compared (source: <http://www.whatishumanresource.com/herzberg-two-factor-theory>)

Comparing Herzberg's Two Factors theory to Maslow's Hierarchy of Needs theory, we can see from the figure 2.2 that the hygiene factors are the first three orders of the pyramid which are physiological, safety and social (belonging and love) needs while the motivation factors are the top two orders needs which are esteem and self-actualization needs.

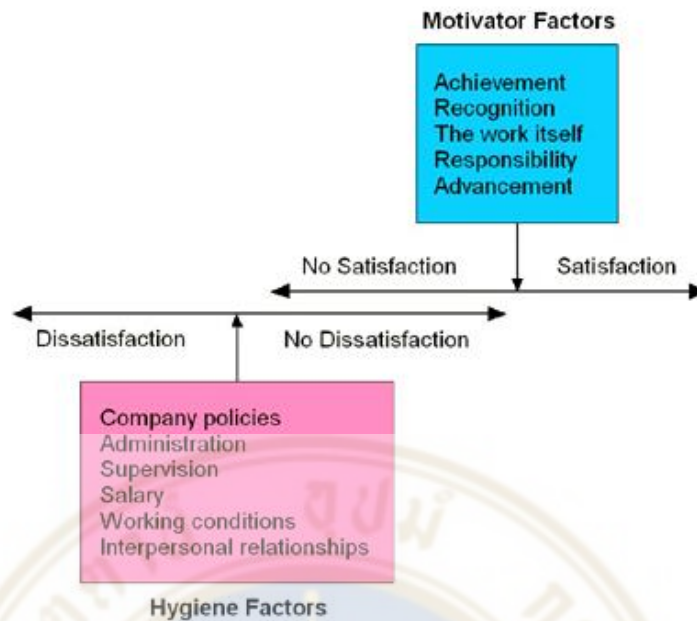


Figure 2.3 Herzberg's two-factor theory: Hygiene factors and Motivation factors
(Source: Lewis, Pamela, Goodmand et al, 2004)

Regarding figure 2.3, the hygiene factors are necessary to prevent the dissatisfaction at work even the improvement of the hygiene factors do not create the satisfaction at work. Therefore, the motivation factors are required to create the satisfaction at work or motivate people to work in high performance (Dartey-Baah and Amoako, 2011).

2.3 Related Studies

In the past, there are many researches on the causes of entrepreneurship as the entrepreneurship is considered the root of economic development (Stevenson and Jarillo, 1990). Collin and Moore (1970) identified the core of entrepreneurship is the desire for independence. While, Wilken (1979) stated that entrepreneurs have 'psychological characteristic, for example, creativity, daring, aggressiveness and the like'. Shane (2003) offers that apart from the result of motivational and cognitive factors such as that influence the entrepreneurial process, the external factors such as the status of the economy, the availability of the capital also play a role.

Tyszka and Cieslik (2011) have investigated the three most frequently studied characteristics of entrepreneurs which are motivation, self – efficacy, and risk attitudes by dividing the samples of entrepreneurs in this study into two groups: opportunity-driven and necessity-driven. They found that in the opportunity-driven entrepreneur, the need for achievement was higher than non-entrepreneurs. While the most important motive for necessity-driven entrepreneurs and non-entrepreneurs was the job security. The study also concluded that it was necessary for the entrepreneurs to take routine higher risk than the non-entrepreneurs.

Barba-Sanchez and Atienza-Sahuquillo (2012) have studied the impact of motivation factors on decision entrepreneurial behavior to create the new venture in 101 entrepreneurs who have founded companies. They have found seven motivational factors that have the impact on entrepreneurial behavior which are as following:

- 1) The need for success – Entrepreneurs want to overcome a challenge and to have a personal growth, the need for achievement and to fulfill a dream.
- 2) The economic needs and professional autonomy – Entrepreneurs want to have economic security by earning a lot of money.
- 3) The need for personal autonomy – Entrepreneurs want to have the control over their lives. Some also want to be self-employed.
- 4) The need for affiliation and institutional power – Entrepreneurs desire to establish, maintain, or renew friendships with others and want to contribute to the welfare by exercising power for the benefits of the society.
- 5) The need for continuity – Entrepreneurs need to continue what they have done and followed since childhood or want to continue family tradition.
- 6) Social need and personal power – Entrepreneurs want to be accepted by the society and they need to feel important.
- 7) The need for competition – Entrepreneurs want to make full use from the opportunity and it shows the ability of the entrepreneurs to cope with problems and the new situations.

Apart from that, there is a study on the motivational drivers in gray entrepreneurship that studied on the entrepreneurs who become self-employed at a mature age (Harms, 2014). Chen and Elston (2014) have investigated on the entrepreneurial motives and characteristics of small restaurant owners. And there are many researches conducted on the women to identify the factors that motivate women to start their own businesses (Orhan and Scott, 2001, Buttner and Moore, 1997 and Hisrich and Ozturk, 1999).

However, so far, there are only limited numbers of studies about entrepreneurship in pharmacist or even in the big picture like healthcare industry. Phillips and Garman (2006) stated that healthcare industry has received a little attention because the barriers in the structure and culture of the healthcare organizations. For the behavioral barriers, the job security and stability of employment have been one of the motivating factors for individuals to prefer a healthcare career as healthcare industry is considered to be one of the most stable industry in terms of job security and predictability of career paths. Moreover, the healthcare careers also provide the professional autonomy which considered being one of the important factors upon choosing the career. Therefore, it is interesting to study on the factors that drive the pharmacists to transform into the entrepreneurs.

2.4 Research Framework

According to the literature review, this research has the framework driven by internal and external factors that probably cause the transformation of pharmacists into entrepreneurs. We will focus on the factors that related to the motivational theories. The research framework is shown in the figure below.

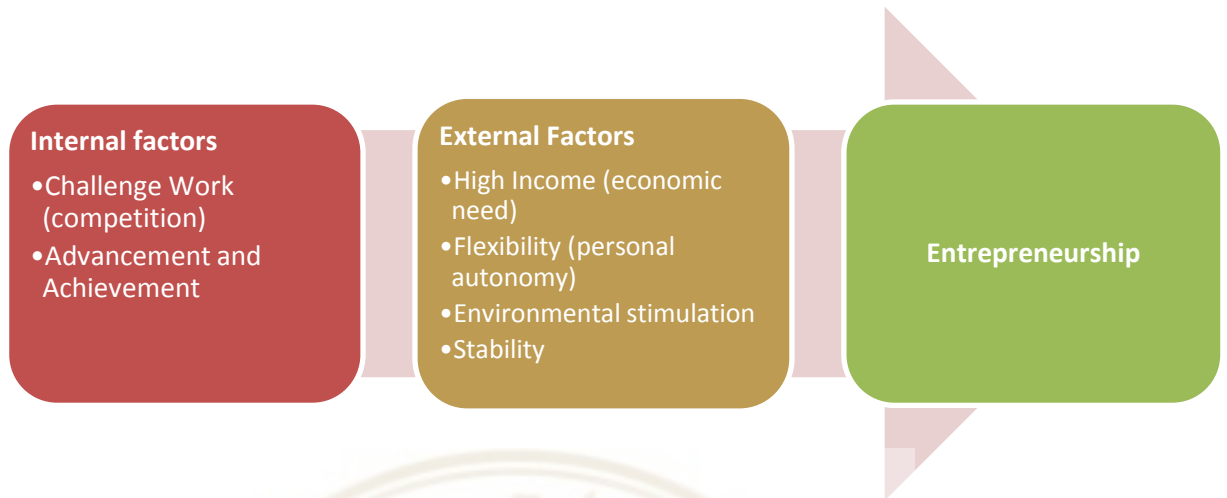


Figure 2.4 Research Framework



CHAPTER III

RESEARCH METHODOLOGY

In this chapter, the research methodology is used to conduct the data collection and analysis in order to identify the factors that transform pharmacists into entrepreneurs, and these factors will be emphasized. The qualitative research has been chosen as a tool to describe and interpret the thoughts and feelings of our research participants which can help us to understand about their in-depth experience and behaviors. In other word, the qualitative research can facilitate our understanding on the perspectives of research participants.

Therefore, in this qualitative research, the in-depth interview technique will be conducted to two selective pharmacists who are now having their own businesses. The list of standard questions will be asked to both participants. The open-ended questions were created based on Motivation theories: Maslow's hierarchy of needs and Herzberg's two factors theories. These sets of questions will help us to have the better understanding on the factors that transformed our participants to be the entrepreneurs.

3.1 Selected Participants

In this research, we want to know the reasons pharmacists have chosen to become the entrepreneurs instead of staying in the healthcare industries. Therefore, we have chosen two pharmacists who have the working experience in the healthcare industry and quitted their jobs to pursue their own businesses. Both of our participants have a Bachelor degree of pharmacy. One of our participants has the business selling the wooden utensil, wares and containers while the other participant has the business selling the kids and babies products.

Below are the backgrounds of our participants:

Sample A: Ae is 30 years old. She chose the faculty of pharmacy as the last choice in the university entrance exam after the faculty of medicine and dentistry. Her entrance exam score resulted that she was accepted in the faculty of pharmacy, Mahidol University. She said the reason she chose to study in the faculty related to healthcare because she wanted to help people and she thought if she was able to work as a healthcare professional, she would have more chance to help people directly. After graduation, she started her first job at SR hospital, working as a pharmacist to dispense the medicines and give the drug-related consultation to the patients, nurses and doctors. Apart from working in the normal office hours, sometimes, Ae had to work in shift in the evening or at night to ensure there was always a pharmacist to control the medicine dispensing from the pharmacy unit. After working at SR hospital for 5 years, she started to conduct a small business by import the wooden lunch box from China to sell to customers in Thailand with her older brother. Once the business started to run well, she wanted to focus on her business instead of working for it during her free time. So she decided to quit the stable secure job at SR hospital after working for 6 years and became the full time working on her own business.

Now, Ae has worked full time for her wooden utensils, wares, and containers business. She opened the shop named “Dot Sheep – Wooden products” on social media sites which are Facebook and Instagram to sell the products online. Her business page is now having over 150,000 followers. She offers high quality wooden products which can be laser crafted the customized design or logo on the products. Her shop is selling above average prices comparing to the industry as she thinks that reducing price is not a good marketing strategy, it would lower the value of the products and it would make the whole industry damaged from the impact of price reduction. On the contrary, she offers the trustworthy quality products to the customers instead and she is always sincere to the customer, for example, if the products are not suitable for customer’s purpose, she would inform customers about that rather than let the customers buy and cannot utilize the products as they hope. This makes her shop to be one of the market leaders in the wooden products industry and have many loyalty customers over her 3 years in the business.

I have made an appointment for interview section with Ae at Senafest shopping mall on Sunday 25 February 2018. The interview took about one hour and thirty minutes, started off by asking the general questions about her and business before using the set of designed questions with probing techniques to gather the information. After the interview, once I had some additional questions to ask, I would ask her via phone or Line application.

Sample B: Fai is 31 years old. Fai wanted to be a doctor but she could not pass the entrance exam so she chose to study in faculty of pharmacy, Mahidol University because she wanted to help people and pharmacist was the career that she thought can help people as well as doctors. After she graduated, she had worked as a regulatory affairs pharmacist in the pharmaceutical companies both local and international instead of working in the hospital or drugstore because she wanted to have the normal office-hour work and the regular day-off to be able to take care of her family as working in the hospital usually required working in shift which caused the difficulty to manage her time. Fai had worked to ensure the successful of drug and medical devices registration submission to the Food and Drug Administration (FDA) so the drug or medical devices can be sold in the country and advertised properly. Her job was involved in preparing the drug dossier, contacting to the FDA authority, complying all required documents from relevant parties, checking the correctness of technical data and submitting the documents or the dossiers to the FDA. Once she gave birth to a baby, she decided to quit her job to focus on raising her child. During that time, she started to search the internet for kids' products, at first to find the products for her own child, but ended up with imported the products from China and sell it as a part time job. She found that in the market, China kids' products businesses compete by cutting the price to be really low and it was very difficult to compete in the market if you were a small seller. Therefore, she decided to look for the innovative kids products that have scientific proven benefits from Europe to sell in higher price to middle to high income customers. During the first period, she sometimes worked as a regulatory pharmacist as a part time job in concomitant with raising her child and her business. But after her business started to grow, she decided to focus on her business on selling the kids' products full time. Once the business became too overwhelming to

handle alone, her husband who is also the regulatory affairs pharmacist decided to quit his job to help her on the business.

Fai has an online shop named VTKids with more than 50000 fans on Facebook to advertise and communicate with the customers. She is the authorized dealer of the innovative Kid's brand 'Clevamama' from Europe. There are mainly four types of products selling in her shop which are the bedding products: baby pillows, mattresses, feeding products: containers, utensils, safety products: corner cushions, edge guards, and bath time products: bath tubs, towels. She said that apart from being the retailer of the imported products; she is now started to produce her own kids' products for example, the baby bed sheet in order to expand the business.

I have made an appointment for interview section with Fai at a coffee shop around Nonthaburi area on Friday 2 March, 2018. The interview took about one hour and fifteen minutes, started off by asking the general questions about her and business before using the set of designed questions with probing techniques to gather the information. After the interview, once I had any questions regarding the interview, I would ask her via Line application.

3.2 Interview Questions

According to the in-depth interview technique, the open-ended questions have been created to obtain the information from 2 participants and allow them to freely respond to the questions and answer in their opinions.

The questions were created based on the motivational theories: Maslow's hierarchy of needs and Herzberg's two factors. Therefore, the set of interviewed questions are as follows:

1. What are the reasons that drive you to become an entrepreneur?
2. What is your pain point in your previous occupation?
3. What is the biggest challenge in your entrepreneurship journey? How did you overcome that challenge?
4. Why did you choose not to conduct the healthcare related business?
5. Why do you want to continue working as an entrepreneur?

6. After becoming an entrepreneur, have your entrepreneurial attitude changed?
7. Have you received the support or help from people around you or your family? If yes, how they support you?
8. What do you consider as a motivation to drive you to become an entrepreneur?
9. What are the most necessary qualities for entrepreneurs in your opinion?
10. How being the pharmacist helps you in an entrepreneurial experience?
11. What are your goals as an entrepreneur?

Additionally, apart from the set of the above questions, the probing questions will also be used in order to guide the participants to give the specific answers to the primary questions in the set and allow the completeness of the necessary information that can be analyzed to answer our research question “What are the factors that transform pharmacists into the entrepreneurs?”

CHAPTER IV

RESEARCH FINDING

In this chapter, we are presenting the results of data collection that was practiced based on the in-depth interview technique by interviewing 2 pharmacists who are now turning themselves to be the full-time entrepreneurs or having their own businesses. After the interview sessions, there are noticeable factors that drive Ae and Fai to become entrepreneur. The analyses of the finding are as follows:

Internal Factors

Challenge Work: Ae was a pharmacist at the hospital in 2010 to 2016, she admitted that when she was working for some time, she felt bored of doing the same routine job every day even there was the work rotation at the hospital that the pharmacists have to rotate and move to other department every 3 to 6 months, for example, from psychiatry to pediatrics but the activities during the day or job functions were still the same every day which are to check the correctness of medicines the doctor prescribed, to give the drug related consultation to the patients and to distribute the medicine to patients. Therefore, she wanted to do something different and variety. Once she has become an entrepreneur, she said there are so many issues or problems come to her every day more than the problems she had to deal with when she was the pharmacist but she feels it is fun and challenging and she was proud if she can solve the problem.

For Fai, she said that being an entrepreneur requires more time and dedication for the business than the hours she worked when she was a regulatory affairs pharmacist. Even there are more issues than when she was working for someone else but she feels it is enjoyable and challenging to solve the problems. She thinks that fixing the issues from works is her role as an entrepreneur. In addition, she revealed that to be able to succeed in being an entrepreneur, you have to learn from the mistake you made and improve yourself, learning to increase the capability to work more effectively.

The answer shows that both Ae and Fai love challenging work and they are not afraid of the problems as they both admitted that there are problems occur to them during the entrepreneurship more than when they worked as a pharmacist.

The need for advancement, achievement and success: Ae mentioned that before she became the entrepreneur she thought to be the successful business owner was very hard and unachievable but once she has her own business she said she can feel the possibility to become the successful business owner. Even though, the business is very stressful and required so much effort which often makes her feel exhausted, she still thinks there is so much more for her to achieve and continue as an entrepreneur. She admitted that she had no knowledge of how to do the business before so once she started her business she had to develop her business skill and the knowledge about her products by the real practices. She said it was also her dream to be successful entrepreneur. In addition, she does not stop at wooden products business but she is working to expand her business to cover more variety of products for example, the wooden furniture and the business related to pharmaceutical products in the future.

As for Fai, she is an enthusiastic; she showed her eager during the interview section that business is her passion. She wanted to test her potential in doing business to see how far she could go. Doing business answers her requirement of doing more to gain more, unlike her previous job in the pharmaceutical company that she said although you put so much effort in work but the outcome was just similar to when you were working with less effort. Every month, she will plan for the monthly target sales that she wants to achieve and she like to see the actual sales meet the target sales in order to see the number grows each month to set the new target sales higher than what she used to achieve. According to Fai, she is always looking for the business opportunities and new knowledge to broaden the vision. Likewise, she is also working on expanding her business to cover more variety of products. Instead of being only the retailer for kids' products, she is currently expanding her scope of the business to become the manufacturer too. She starts with manufacturing the kid's pillow blanket that can use with her imported pillow. She said her goal as the successful entrepreneur is to design and produce her own products that are recognized by many people.

We can see that both participants have the desire to be successful entrepreneurs and want to test their ability to achieve the goal and always looking for the opportunity to develop the new products or expand the products line. On the other words, they want to know how far they can go in the entrepreneurship journey and they do not stop improving themselves and learning to achieve the goals.

External Factors

Economic needs: Ae revealed that at first she satisfied with the income when she worked in the hospital; she knew it was predictable and simply as you accept the overtime shift, you will have more money. Moreover, she never really had the aspiration to be rich; she just thought it would be good if she was rich but there was no strong will to become rich. However, when she started having her own business, she realized that the being rich is reachable and the income from her business is even more than what she used to earn so she begins to have an idea and a goal to build wealth in order to be able to support her family wellness so they can live comfortable and do not have to worry about the money constraint. In additional, Ae dreamed of having wealth so she can donate to people in need and to make merit to preserve Buddhism.

Fai did not satisfy with the limited income from her previous job as regulatory affairs pharmacist. As mentioned above, she wanted to earn more based on the effort she put in her work. She revealed that even she put the effort in her role as a regulatory affairs pharmacist but most of the time the company she worked for did not see the dedication and it always resulted in the similar amount of income. While working for her own business has given her the opportunity to earn much more depending on how much she dedicates her time and effort into the work; she stated that even she has to work hard but it is acceptable for her because every drop of sweat resulted in the income that is going directly to her own pocket. And right now, she has two kids and her family to be taken care of.

Obviously, the answers from both participants show that the need for economic security or motivation for money is one of the factors that drives the entrepreneurship. It may not show at first like in Ae's case but it has the impact on the continuity of the entrepreneurship. In Fai's case, she shows the strong will to get a

lot of money prior to when she started her own business. Both of participants' goals of conducting the business also encompassed the economic need.

Personal autonomy: Ae mentioned that she felt physically and mentally tired when she was working at the hospitals which resulted in many reasons: firstly, there was too much work load per one person as her hospital was considered one of the most popular public hospitals in the country; she had to take care of almost 100 cases per day. Secondly, the policy from management did not understand the staff that works on the ground, for example, the hospital has the policy to warrantee the maximum time that patients would get the prescribed medication from the pharmacy room which in reality due to the shortage of the workforces and the overload of the patients causing this policy to be impossible to achieve. Many times, the staffs got the patients' complaints and were treated badly because when the patients saw the warrantee message from the management they felt dissatisfied with the service provided by the staff and said it was not what the hospital promised. Once she had her own business, she admitted that she had more flexibility in her personal life and she could have her own way in decision making even though she has to work more than before.

As for Fai, she said the starting point of her business came during her maternity leave. Fai decided to quit her job when her first child was born from the reason that she had very tight schedule if she had to work. So if she continued working in the pharmaceutical company, she would not have time to take care of her child as she had to wake up early in the morning to avoid the traffic to drive to the office, and her child was still sleeping when she leaved to the office; in the evening, she often arrived home late due to the traffic, sometimes her child already went to bed. Therefore, after she decided to quit her job in order to fully take care of her child, she started to search for the products to sell as a part-time activity when her baby was sleeping. After her kids started to grow and can take care of themselves, Fai sometimes accept the part-time job as a regulatory pharmacist project by project but after her business was getting big; she then decided to focus on her business only and not accept any more pharmacist part time job.

We can see that both participants want to have the control over their own lives and time. The time and policy constraints from the office work were making

them feel stress and it did not meet their life requirement, therefore they made a decision to become the entrepreneur.

Environmental Stimulation: Ae revealed that she did not have an idea to become the entrepreneur at first but her older brother who is her business partner has a strong passion of being self-employ or having own the business so he convinced Ae every day that we had to find something to do, you had to look for the things that can be sold. Ae kept on searching for things to sell, one day; she found the content which the member shared on Pantip.com about her husband's lunchbox that she made for him to work, the lunchbox was the wooden lunchbox and almost everyone commented on that sharing content where they could buy that wooden lunchbox but the content owner said she also did not know because she found it on sale in the temporary shop in the market. Therefore, Ae saw the potential of the wooden lunchbox; she searched the internet to find where the manufacturer was which was in China and she contacted them to import the product to sell in Thailand and it was the starting point of her business.

For Fai, the starting point of her business was mentioned above that she quitted the job to take care of her kid so when she had free time, she looked for kids' products to sell in the country as a side job. However, she admitted that her family did not agree of her decision to quit a job to do the business because her family thinks it is not secure enough and it is very risky so she had to work as a part time regulatory affairs pharmacist when she ran her business at first to follow her family's order and to make them satisfy. After they saw that she did well on her business, she then was allowed to work only on her business.

We can see that in Ae's case, she has been pushed from her family member to conduct the business while in Fai's case, it was mainly her decision and desire to become the self-employ or the entrepreneur and her entrepreneurial journeyis continued from the decision she made to quit her job to raise her kid.

Safety/Stability: Ae said the most challenging thing in conducting business is uncertainty as it was very difficult to predict the future and you would never know whether your business was going to run smoothly and it made her feel worry and concerned about the uncertainty in business. Despite that she tried to manage her worrisome by carefully planning of how her business would be and how to do the

marketing in order to mitigate the risk as much as possible. She added that being a pharmacist has decreased her feeling of insecurity because she always knew that she could go back to work as a pharmacist in the hospital every time she wanted to, so it is clear that she has the second plan in case she fails in doing her business. Moreover, she revealed that she is the optimistic person, she does not think too much about the coming future, and she always believes there is a solution to every problem. This gave her the courage to start and do the business.

In terms of Fai's answer, she does not concern much about the uncertainty in business. She said whatever you were: the entrepreneur or the employee, you always have to bare the risk. For her, she enjoyed doing the business more because it meets her requirement and she has a passion to see her business grow. Even her family did not agree of her doing business and wanted her to work in the government section to have the security in life, she insisted to continue working for her business.

Based on the interview, job security is not what they most concern about because it is likely that starting up the new business is riskier than being a general permanent worker or working as a healthcare professional. They both know that there is risk in doing the business but they can accept the risk because they have the ultimate goal that they want to achieve and focus on which is to be the successful entrepreneur so they cannot deny the entrepreneurial journey in order to achieve it.

CHAPTER V

CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

This research acquires interesting findings of the factors that drive pharmacists to transform into the entrepreneurs by using the qualitative research. Two pharmacists who are now working full time for their self-made business have been interviewed.

As the findings show both pharmacists have internal and external factors involved in their entrepreneurship transformation. These factors questioned in the interview were derived based on the motivational theories: Maslow's hierarchy of needs and Herzberg's two factors. In this regard, based on the interview with Ae and Fai, it was found that the factors played the important role for their desire and decision to build their business especially the internal factors or top two level of Maslow's pyramid: esteem and self-actualization or the motivational factors in Herzberg's two factors theory. It is certain that Ae and Fai have been clearly influenced by these internal factors which are challenge work and the need for advancement, achievement and success. Both of them love to do challenging work and they are not afraid of facing the problems. Moreover, they realize their own potentials and see the possibility to become the successful entrepreneur. Therefore, they are eagle to learn to improve their skills and knowledge and always look for the opportunity to further expand their business.

For the external factors: economic needs, personal autonomy, environmental stimulation and security, which represent the lower levels of Maslow's pyramid: physiological needs, safety and social and the hygiene factors in Herzberg's two factors theory, the interview from Ae and Fai shows they both have been influenced by the economic needs in order to earn the higher income to receive the financial security so they can support their family. However, the economic needs have been rooted in Fai's intention before she became the entrepreneur and it is one of the main reasons for Fai's entrepreneurial transformation while Ae did not have the strong

need to earn more money at first, she just realized the potential of earning large amount of money after she became the entrepreneur so she later set her goal to earn money to support her family after the business has been started for a while. On the contrary, Ae tended to stimulate by the environment which are her brother who dreamed of being self-employ and having owned business and the tiresome policy in her work place than Fai who was strongly driven by other factors like the internal factors and economic needs. For the security or stability, they both have an awareness of the uncertainty in the future of doing business, Ae even felt worry about the instability. However, Ae and Fai can accept the risk in business by trying to plan ahead and expand their products to be more variety and diverse in order to mitigate the risk as much as possible.

We can see that there are the motivational differences between Ae and Fai. Even though, they were driven by the same identified factors but it clearly shows that in some factors they tended to have been triggered differently. In terms of Maslow's hierarchy of needs theory, Ae and Fai have become self-actualized; they need to continue the entrepreneurship journey to see how far they can go so they work at their maximum potentials in order to have successful businesses as well as the esteem needs as they want to become mastery about their businesses and try to develop their skills and knowledge to achieve their goals. For the lower levels, they were aware that it was risky to conduct the business they did not concern too much about the risk and future warrantee of their businesses. Therefore, the lack of the stability and safety need in this researched entrepreneurs is contradicted to Maslow's theory that the level of needs must be satisfied in hierarchical from the lowest to the highest. The reason behind both Ae and Fai have less concern on the stability and safety may be because the stability in healthcare industry, both of them can any time return to work as the healthcare professional if the business is not success because there is high stability and security in healthcare professional careers, and due to the lack of workforce in the industry, there is always the position available to work for.

Therefore, the factors influence the pharmacists on their transformation to become the entrepreneur are involved both external and internal factors. Once the external and internal factors or needs were not met when they were the employees,

they were dissatisfied and decided to transform themselves to be the entrepreneurs in order to be able to better satisfy their needs.

5.2 Limitations and Future Researches

A limitation of this research is that it was conducted on only two pharmacists who are now the entrepreneurs. Hence, the perception may not reflect the actual factors or reasons that were driven other pharmacists to start their own businesses or become the entrepreneurs. A second limitation is that our participants have the same type or the business which is the online retailed shop, only types of products sold are different. Other pharmacists who have the business in the other field may have different perception. As a result, these could be a guideline for future research to study on other entrepreneurs who used to work in the pharmaceutical industry and can expand the scope of study to the owner of different type of business for example, in the service section or in the manufacturing section.

Moreover, as this study only focuses on the factors that drive the transformation of pharmacists into entrepreneurs, it would be more interesting to conduct the future research on the factors that drive the transformation of other healthcare professionals into the entrepreneurs for example, the nurse, the doctor, the physiotherapist as well.

5.3 Recommendations

The world is changing rapidly as it is becoming more dynamic from the widely accessibility of internet, the globalization, the advancement of technology. It creates the challenges and opportunities at the same time. People who are able to identify the opportunity and willing to give it a chance in the entrepreneurship part can start up their business which does not limit only to people with business management knowledge. Many people in healthcare industry like the pharmacists also jump in to the business ownership battle. However, since the healthcare industry is considered to be one of the most structured and stable industry in terms of job security and predictability of career path. Only those who have been driven by the higher levels of

Maslow's hierarchy of needs which is somewhat consistent with Herzberg's motivational factors or what called internal factors in this research for example, the needs of challenging job, the needs for achievement and advancement altogether with the triggers by Maslow's lower level of needs or Herzberg's hygiene factors or so called external factors such as the economic needs, personal autonomy and security will pursue to achieve their dream as an entrepreneur.

The willing to be entrepreneur is important at the first stage of the business start-up, they can start small business concomitantly while they are doing their full time job to reduce the risk of business failure and losing the income. However, to become the business owners which is not a field of specialty for the pharmacists and other healthcare professionals requires a lot of hard work. For this reason, the pharmacists or healthcare professionals who want to start their own business should always look for the opportunity or in the other words, once the opportunity comes, they should be able to identify it. Moreover, they have to develop the habit of lifelong learning of the new skills and knowledge of things they have never learnt or known before, for example, the knowledge of their products and the business management as well as financial skill. In order to have the customers' loyalty in the long run, once doing the business, the pharmacist entrepreneurs should behave ethically such as having the sincerity to give the fact about the products and choosing the products that have proven benefits to customers. Most importantly, they have to be optimistic and believe that they can achieve the success and work hard in order to achieve the goals.

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