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# Analyzing the Entrepreneurship Competencies Based on Demographic Features 

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## ARTICLE INFO

## Research Article

2021, Vol. 3(4), 196-212
e-ISSN 2667-5927
Article History:
Received: 04.05.2021
Revised: 27.07.2021
Accepted: 21.08.2021
Available Online: 31.10.2021

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## Abstract

The aim of this research is to examine how competencies of entrepreneurs differ according to their demographic characteristics. In the extent of this research, leadership, communication and persuasion, strategic resource development, self-efficacy, innovative creativity, resistance and durability, economic freedom motivation, risk propensity/taking, social networks development, responsibility and emotional intelligence, which are among the abilities that assume a definitive part in the accomplishment of entrepreneurs, were assessed. Meanwhile with the help of sub-competencies, the four main competencies, defined as entrepreneurship motivations, social competencies, managerial competencies and psychological competencies were analyzed. As a data gathering tool, EPAI (Entrepreneurial Potential Assessment Inventory) was applied to 118 entrepreneurs. Entrepreneurship competencies in four general and eleven sub-competencies were measured. After the scale application, it was analyzed how entrepreneurs' competencies differ according to demographic features as educational levels, educational background, experience, ages, marital status and genders.

JEL Code: O1, O3, M13

Keywords: entrepreneurship, competency,entrepreneurship competencies.

To cite this document: Üngör, E. J. (2021). Analyzing the Entrepreneurship Competencies Based on Demographic Features. BILTURK, The Journal of Economics and Related Studies, 3(4), 196-212. doi: 10.47103/bilturk. 932593.

## 1. Introduction

Understanding the roots of the words can help us fully comprehend the core meaning of the word and enables us to understand it with its all dimensions. There for we apply to etymology of words to understand the history of social practices, as a mirroring of social behavior. Etymology of the word "entrepreneur" is rooted to French. Since a long time ago, French and English people use the same word: "entrepreneur." The historical roots of the word "entrepreneur" as well as of the verb "entreprendre" is based on a war term. Surrounding a city or a town in a situation of war is in fact compared to an entrepreneurial activity because of it is an act that brings together strategy, organization, and risk management. Based on this, an entrepreneur is an individual who creates a new business, takes the risks and manages the possible risks. The entrepreneur is commonly seen as an innovator, a source of new ideas, goods, services, and business/or procedures. Entrepreneurs play a vital role in economies, using the skills and bring good new ideas to market. Importance of entrepreneur's contributions to economy is getting bigger each day thus ensures the importance of government's constant support to entrepreneurship activities.

In addition to being a driving force in the economy, entrepreneurship is also a social and cultural phenomenon. Social, economic and cultural factors are affecting entrepreneurship. For this reason, with the effect of different point of view it is difficult to create a common list of competencies which are effective in entrepreneurship. In this research, a comprehensive list of competencies that are decisive in entrepreneurship potential is discussed. Sub-competencies are included in the literature to complement the general competencies that have been defined. These competencies, which evaluate entrepreneurship potential in many ways, have been analyzed according to demographic features. Competencies that determine entrepreneurship potential are defined as: leadership, communication and persuasion, strategic resource development, self-efficacy, innovative creativity, resistance and durability, economic freedom motivation, risk taking, social networks development, responsibility and emotional intelligence. Shortly, the purpose of this study is to reveal which competencies are come forward according to the demographic factors as educational levels, educational background, experience, ages, marital status and genders.

Regarding of all these information related with the study, the outline from thereafter is structured in three main sections each as following; in the first chapter, entrepreneurship and its types are presented and also competencies of entrepreneurs are listed and defined. In the second chapter, research methodology, data collecting tool and findings are explained. In the last section discussion and proposals are presented.

## 2. Literature Review

### 2.1. Definition of Entrepreneurship and Entrepreneur

Entrepreneurship, It can be expressed as the perception and creation of new economic opportunities such as new products, new production methods, new organizational structures and new product-market combinations by introducing new ideas to the market despite other obstacles such as uncertainty and risk (Wennekers and Thurik, 1999). In other words, entrepreneurship is a kind of activity that includes discovering, evaluating and using opportunities, to promote new products and services. According to Martin and Osberg (2007), entrepreneurship is a special innate ability to understand and mobilize opportunities. The concept of entrepreneurship is efforts to produce services or goods by combining the production factors and consequently undertaking the risks. Entrepreneurship consist of four steps: identifying opportunities, creating a business idea, shaping/developing opportunities and finally to turn opportunities into successful ideas (Tutar, Altınkaynak and Terzi, 2017: 5-17)

Although the concept of entrepreneur is used as a new concept today, in the 18th century, Richard Cantillon was the first to use the concept in an economic sense. According to Cantillon the entrepreneur is seen as an employer struggling with uncertainty. Schumpeter defines the entrepreneur as an "innovator" person has integrated technology and the concept of enterprise (Arıkan, 2004).

### 2.2. The Types of Entrepreneurship

There are different types of entrepreneurship. They are characterized by the main features such as women, social, green/eco and technological entrepreneurship.

### 2.2.1. Women Entrepreneurship

In recent years, one of the topics that has been frequently discussed in management literature and media is women's entrepreneurship. In challenging conditions of business life the women entrepreneurs who set up and manage a business, will not have worked for their income and career, but also provide unlimited benefits to economy and community welfare. Especially in our country, which has a fragile economy, women entrepreneurs can play a vital role for creating businesses operating on a world scale and also increasing employment with a permanent production and marketing understanding (Soysal, 2010).

### 2.2.2. Social Entrepreneurship

Social entrepreneurship, by bringing dynamism to economic life has catalyst role in solving many important social and environmental problems (Glancey and McQuaid, 2000). For the development of social entrepreneurship, There is a demand in this direction from the environment and the supply of social entrepreneurship is increasing rapidly in the world day by day. One of the function of social entrepreneurship is based on innovativeness, sustainability, development and
progress. From economic problems of societies to health, from environmental problems to the problems that exists in many areas up to the fundamental rights and freedoms of the individual are subjects of the social entrepreneurship (Olsen and Galamidi, 2009: 26).

### 2.2.3. Green or Eco Entrepreneurship

Green activities that help tackle ecological issues by creating inventive arrangements stand out everywhere on the world as a rising pattern (GomezBreysse and Jaouen, 2012). With the effect of existing ecological problems, awareness of protecting the environment is increasing day by day. As a result, societies need environmentally friendly entrepreneurs. There are serious concerns about the future of ecology. Especially when countries are growing, acting with an understanding that is not ecologically friendly causes considerable damage to the environment (Aydın and Çakar, 2014). Eco-entrepreneurship basically to establish a business that offers products and services that can cause minimum damage to the environment with an innovative approach.

### 2.2.4. Internal Entrepreneurship

In internal entrepreneurship, this identity, which sprouts and emerges within the business with the entrepreneurs who first put the business to life, sometimes needs to be strengthened, supported and encouraged externally (finance, management, etc.) (Kasouf, 2003) Internal entrepreneurship, thinking about creative people within the business and transforming them into an environment format that can express their ideas comfortably (Bozgeyik, 2005). Internal entrepreneurship is a concept that emerges within the business and is separate from whether the business is small or large (Antoncic and Hisrich, 2003: 8)

### 2.2.5. Technology Entrepreneurship

Technology entrepreneurship is an interest in a task that consolidates complex logical and mechanical information and based on technology itself (Galindo and Méndez, 2014). These advances permit to beat the necessities and difficulties of business. In any case, it considers the mix of hypothetical information with training focused abilities or, as such, makes an incentive for the firm. Technology entrepreneurs centre around testing, creating and developing their marketable strategy, technique, measures, financing, enterprising development systems, new position market understanding (Schmitt, 2008). More to high technology to the projects of well-educated, knowledgeable and experienced entrepreneurs. Entrepreneurs with more technical knowledge is a form of entrepreneurship where they live their careers correctly. Technical entrepreneurship is in a sense a team or technical partnership initiative. Of mutual interests is an entrepreneurship that is committed to each other in return. (Top, 2006: 16).

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### 2.3. Entrepreneurship and Competencies

There are various opinions about the characteristics of entrepreneurs. These features are congenital or acquired, or psychological and social can be separated by some different perspectives. Entrepreneurship is a social and cultural phenomenon. Therefore, different entrepreneurial qualities gain importance in societies with socio-cultural characteristics. Entrepreneurs are people above all is a product of the socio-economic environment in which they live. Although the characteristics of the entrepreneur are mentioned in more studies, it is quite difficult to create generally accepted list of features in the literature (Çetinkaya Bozkurt and Alparslan, 2013).

A set of psychological, behavioral and social traits of entrepreneurial potential are often associated with successful entrepreneurs and it is thought that it can be used to explain the entrepreneurial structure (Souza, Santos, Lima, Cruz and Lezana, 2016). Entrepreneurial potential includes four basic components as entrepreneurial motivation, managerial competencies, psychological competencies and social competencies (Santos, Caetano and Curral, 2014). As it can be seen below, eleven sub-competencies constitute four main competencies.

Leadership: In entrepreneurship, the leader is expected to understand the uncertain business environment and what to do about it. As a leader, he must bring together the necessary resources and diversity according to the current circumstances (Gupta and Macmillian, 2004: 1-2). Darling and Bebee (2007) emphasized that entrepreneurial leaders should be sensitive about communication. Successful entrepreneurial leaders need to attach importance to vision, be effective in verbal and non-verbal communication, behave honestly and trust their subordinates.

Communication and Persuasion: Communication is expressed as the process of transferring skills, knowledge, feelings and thoughts to others in the best way (Karagöz and Kösterelioğlu, 2008: 82). Communication skills knowing oneself and expressing yourself correctly. Entrepreneurs with high social perception can influence others easily.

Strategic Resource Development: Entrepreneur should begin his/her exercises by resource developments. These assets for the most part comprise of human, capital and methods for creation. It can be argued that resources are required in order to establish a new business or to expand existing business. At the heart of these approaches is the notion that resource ownership should foster entrepreneurial behavior and financial performance.

Self-efficacy: Self-efficacy perception refers to a person's belief in bringing together personal resources, skills and expertise for a particular job. Shane, Locke and Collins (2003) stated that people with high self-efficacy spend more effort on a certain job, are more determined to succeed, and make better plans. Self-efficacy beliefs make
people feel, think, motivate (Aramand, 2012). Research also shows that an individual's self-efficacy increases one's willingness to take entrepreneurial risks.

Innovative Creativity: Entrepreneurs are individuals who invent something new or try to make an existing thing better and present it to society. An entrepreneur with innovative understanding turn opportunities into value and provide an economic return. Therefore, innovativeness emerges as a concept on which entrepreneurship is based, entrepreneurship activities can start with innovations (Cevher, 2016).

Resistance and Durability: An entrepreneur should resist and be durable against the obstacles and failures. This involves the behaviors such as acting in the face of significant obstacles or challenges, repeatedly taking action or switching to another strategy to meet a challenge or overcome an obstacle, committing personal responsibility to achieve the result necessary to achieve goals and objectives (Janssen, 2009).

Economic Freedom Motivation: Entrepreneurs ought to have economic freedom to achieve their goals and reach their targets. So, economic freedom becomes a source of motivation for entrepreneurs and even entrepreneurship. The ability of people to earn and spend more is considered as a measure of success by the society. Therefore it is known that the desire for entrepreneurship increases to earn more and live freely (Ulucan, 2015).

Risk Propensity/Taking: The driving force of entrepreneurship is "risk taking". Effective entrepreneur is a person who has the discipline to foresee and take precautions (Bozkurt, 2006) Entrepreneur try to survive in uncertain circumstances and also this conditions require decision making. Because of the entrepreneur's one of the basic features is the success motivation, entrepreneur will avoids high risks, as moderate as possible undertakes the risks (Alpkan, Keskin and Zehir, 2006:2-3)

Social Networks Development: Studies show that the social networks that individuals have are effective on entrepreneurial intent (Kristiansen and Indarti, 2004). Many research findings show that entrepreneurs and especially startups can survive being included in social networks (Huggins, 2000). Whatever the goal is pursued, It is certain that networks will reduce the risk by providing the information and capital flow that the entrepreneur will need (Kristiansen and Ryen, 2002). The time the entrepreneur spends on the social network and the frequency of communication with the network is an important factor in the entrepreneur's success.

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Responsibility: Responsibility is another critical skill in business. An entrepreneur should take duties in a reasonable manner. "A dependable entrepreneur is somebody who doesn't spare a moment to get to work, and who confides in himself to satisfy his/her obligation" (Fayolle, Dubard and Kickul, 2008). It is significant regarding entrepreneurship exercises that individuals who need to develop themselves and who need to accomplish their profession objectives show the boldness and solidarity to try to the positions they are in.

Emotional Intelligence: The researches show that successful entrepreneurs use their emotional intelligence in the right direction. Entrepreneur its most basic feature is to take risks. Risk means uncertainty. The entrepreneur who takes risks in uncertain conditions can evaluate the conditions correctly with the help of his emotional intelligence (Yelkikalan, 2006).

## 3. Research Method

### 3.1. Universe and Sample Group

The universe of research consists of people who are entrepreneurs in different fields in Istanbul. In the sample group, entrepreneurs who benefited from the incentives of Istanbul Development Agency and TUBITAK, were included, and 118 entrepreneurs were reached with the snowball sampling method.

### 3.2. Data Collection Tool

The questionnaire form consists of two parts. The first part of the questionnaire consists of demographic questions. The second part consists of scale expressions about competencies.

Entrepreneurial Potential Assessment Inventory: Inside the extent of the research, "Entrepreneurial Potential Assessment Inventory" was applied to 118 entrepreneurs. The scale created by Santos, Caetano and Curral in 2014 was adjusted to Turkish by Orhan (2017). The scale comprises of 44 expressions and comprises of four fundamental factors and eleven sub-factors. Each measurement applied with a 5-point Likert framework gives data about the potentials of entrepreneurs. Cronbach's Alpha value, which shows the internal consistency of the scale, was calculated as 0.93 . In order to understand the scale structure in the study, exploratory factor analysis was applied. Factors with eigenvalues greater than 1 were taken into account in determining the number of factors. According to the results of the factor analysis, it was found that the scale was divided into eleven factors as the same as the original scale and that the expressions under the factor were formed in the same way.

EPAI (Entrepreneurial Potential Assessment Inventory) focuses on the entrepreneurs' competencies in terms of different abilities:


## 4. Findings

While analyzing the entrepreneurs' competencies, average scores in each competence were calculated. Findings were evaluated based on the competencies that entrepreneurs have the highest average on the basis of demographic characteristics.
Table 1: 4 Main Competencies' Average According to the Entrepreneurs' Educational Level

|  | High School | Undergraduate | Master's <br> Degree | Doctorate |
| :--- | :---: | :---: | :---: | :---: |
| Entrepreneurship Motivation | 4,40 | 4,12 | 3,71 | 4,30 |
| Managerial Competencies | 4,10 | 4,22 | 4,30 | 4,30 |
| Social Competencies | 4,00 | 4,32 | 4,21 | 4,00 |
| Psychological Competencies | 4,00 | 4,09 | 4,16 | 4,30 |

It is observed that entrepreneurship motivation is high in high school degree. Social competencies of undergraduate entrepreneurs are strong too. Additionally, master and doctorate degree entrepreneurs are successful in managerial competencies. Doctorate entrepreneurs also stand out with their entrepreneurial motivation, managerial and psychological competencies.

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Table 2: 11 Sub-Competencies' Average According to the Entrepreneurs' Education

|  | High <br> School | Undergraduate | Master's <br> degree | Doctorate |
| :--- | :---: | :---: | :---: | :---: |
| Self-efficacy | 3,80 | 4,36 | 4,31 | 4,70 |
| Risk Propensity/Taking | 5,00 | 4,26 | 3,60 | 4,00 |
| Communication and Persuasion | 3,70 | 4,09 | 4,05 | 3,70 |
| Leadership | 4,00 | 4,01 | 4,06 | 3,60 |
| Emotional Intelligence | 4,00 | 3,84 | 3,83 | 4,00 |
| Economic Freedom Motivation | 3,80 | 3,96 | 3,85 | 4,50 |
| Strategic Resource | 3,60 | 4,12 | 4,11 | 4,40 |
| Development | 3,80 | 4,73 | 4,75 | 4,30 |
| Innovative Creativity | 5,00 | 4,40 | 4,66 | 4,50 |
| Responsibility | 3,00 | 3,70 | 3,88 | 4,50 |
| Resistance and Durability | 4,30 | 4,57 | 4,40 | 4,30 |
| Social Networks Development |  |  |  |  |

It is possible to say high school graduate entrepreneurs score very high in risk taking and responsibility. It is seen that undergraduate and master degree entrepreneurs are strong in innovative creativity. It is understood that the highest scores of the entrepreneurs at the doctorate level are in the self-efficacy competence.

Table 3: 4 Main Competencies' Average According to the Entrepreneurs' Educational Background

|  | Engineering | Economic and <br> Administrative Sciences |
| :--- | :---: | :---: |
| Entrepreneurship Motivation | 3,92 | 4,08 |
| Managerial Competencies | 3,97 | 4,40 |
| Social Competencies | 4,13 | 4,36 |
| Psychological Competencies | 3,94 | 4,20 |

Table 4: 11 Sub - Competencies' Average According to the Entrepreneurs' Educational Background'

|  | Engineering | Economics and Administrative <br> Sciences |
| :--- | :---: | :---: |
| Self-efficacy | 4,41 | 4,52 |
| Risk Propensity/Taking | 4,20 | 4,00 |
| Communication and Persuasion | 3,91 | 4,12 |
| Leadership | 3,93 | 3,70 |
| Emotional Intelligence | 3,70 | 3,92 |
| Economic Freedom Motivation | 3,78 | 4,08 |
| Strategic | 3,93 | 4,27 |
| Development $\quad$ Resource |  |  |
| Innovative Creativity | 4,75 | 4,72 |
| Responsibility | 4,28 | 4,75 |
| Resistance and Durability | 3,72 | 4,02 |
| Social Networks Development | 4,38 | 4,50 |

When entrepreneurs from engineering departments are compared with the ones of economic and administrative sciences, it is observed that engineering-based entrepreneurs are strong in social competencies, while entrepreneurs with economic and administrative sciences are strong in managerial competencies.

As seen in Table 4, engineering-based entrepreneurs are stronger in innovative creativity, while those coming from the field of economic and administrative sciences are stronger in taking responsibility and innovative creativity competencies.

Table 5: 4 Main Competencies' Average According to the Entrepreneurs' Experience

5 Years and Below 6-10 Years 11-15 Years 15 Years +

| Entrepreneurship Motivation | 4,14 | 3,85 | 3,65 | 4,01 |
| :--- | :--- | :--- | :--- | :--- |
| Managerial Competencies | 4,17 | 4,50 | 4,20 | 4,33 |
| Social Competencies | 4,28 | 4,00 | 4,25 | 4,36 |
| Psychological Competencies | 4,00 | 4,15 | 4,05 | 4,35 |

As seen in Table 5, it is understood that entrepreneurs with a working period of 5 years or less come to forward in social competencies, and those with 6-10 years of working time stand out in managerial competencies. It is concluded that those who have worked for 11-15 years are stronger in social competencies and entrepreneurs with 15 years or more experience are stronger in social and psychological competencies.

Table 6: 11 Sub- Competencies' Average According to the Entrepreneurs'
Experience

|  | 5 Years and Below | 6-10 Years | 11-15 Years | 15 Years + |
| :--- | :---: | :---: | :---: | :---: |
| Self-efficacy | 4,21 | 4,25 | 4,65 | 4,60 |
| Risk Propensity/Taking | 4,43 | 4,15 | 3,80 | 3,82 |
| Communication and Persuasion | 4,00 | 3,85 | 4,00 | 4,25 |
| Leadership | 4,07 | 4,40 | 3,30 | 3,95 |
| Emotional Intelligence | 3,85 | 3,75 | 3,50 | 4,05 |
| Economic Freedom Motivation | 3,91 | 3,65 | 3,55 | 4,18 |
| Strategic Resource Development | 4,03 | 4,35 | 4,30 | 4,20 |
| Innovative Creativity | 4,78 | 4,75 | 4,25 | 4,73 |
| Responsibility | 4,37 | 5,00 | 4,50 | 4,66 |
| Resistance and Durability | 3,43 | 3,90 | 4,40 | 4,23 |
| Social Networks Development | 4,58 | 4,15 | 4,50 | 4,48 |

When we analyzed the entrepreneurial competencies according to their working time, it is concluded that people with 5 years or less experience at a strong level in their innovative creativity competencies. Those with 6-10 years of working time

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stand out in responsibility competencies. People who have worked for 11-15 years are stronger in self-efficacy competence. It is seen that people with 15 years and more experience are also successful in innovative creativity

Table 7: 4 Main Competencies' Average According to the Entrepreneurs' Ages

|  | $\mathbf{2 1 - 3 0}$ | $\mathbf{3 1 - 4 0}$ | $\mathbf{4 1 +}$ |
| :--- | :---: | :---: | :---: |
| Entrepreneurship Motivation | 4,13 | 3,72 | 4,08 |
| Managerial Competencies | 4,24 | 4,02 | 4,40 |
| Social Competencies | 4,33 | 3,86 | 4,46 |
| Psychological Competencies | 4,01 | 4,08 | 4,48 |

When we look in terms of general competencies, it is among the findings that the $21-30$ age group is successful in social competencies, the 31-40 age group is successful in psychological competencies, and the 41+ age group is successful in psychological and social competencies.

Table 8: 11 Sub-Competencies' Average According to the Entrepreneurs Ages

|  | $\mathbf{2 1 - 3 0}$ | $\mathbf{3 1 - 4 0}$ | $\mathbf{4 1 +}$ |
| :--- | :---: | :---: | :---: |
| Self-efficacy | 4,30 | 4,34 | 4,53 |
| Risk Propensity/Taking | 4,35 | 3,58 | 4,05 |
| Communication and Persuasion | 4,04 | 3,82 | 4,33 |
| Leadership | 4,10 | 3,36 | 4,20 |
| Emotional Intelligence | 3,72 | 3,70 | 4,41 |
| Economic Freedom Motivation | 3,92 | 4,08 | 4,10 |
| Strategic Resource Development | 4,35 | 3,86 | 4,26 |
| Innovative Creativity | 4,73 | 4,76 | 4,71 |
| Responsibility | 4,43 | 4,50 | 4,58 |
| Resistance and Durability | 3,58 | 3,76 | 4,26 |
| Social Networks Development | 4,64 | 3,92 | 4,61 |

When we look at the competencies of entrepreneurs according to their ages, it is understood that all age groups are stronger in innovative creativity competence than other competencies.

Table 9: 4 Main Competencies' Average According to the Entrepreneurs' Marital Status

|  | Single | Married |
| :--- | :---: | :---: |
| Entrepreneurship Motivation | 4,30 | 3,87 |
| Managerial Competencies | 4,54 | 4,25 |
| Social Competencies | 4,32 | 4,17 |
| Psychological Competencies | 4,19 | 4,31 |

Single people stand out more in managerial competencies. However, in terms of psychological competencies married entrepreneurs are above the average.

Table 10: 11 Sub- Competencies' Average According to the Entrepreneurs' Marital Status

|  | Single | Married |
| :--- | :---: | :---: |
| Self-efficacy | 4,27 | 4,54 |
| Risk Propensity/Taking | 4,38 | 3,71 |
| Communication and Persuasion | 4,02 | 4,15 |
| Leadership | 4,10 | 3,77 |
| Emotional Intelligence | 3,85 | 4,05 |
| Economic Freedom Motivation | 3,92 | 4,24 |
| Strategic Resource Development | 4,07 | 4,22 |
| Innovative Creativity | 4,20 | 4,67 |
| Responsibility | 4,47 | 4,44 |
| Resistance and Durability | 3,57 | 4,15 |
| Social Networks Development | 4,64 | 4,22 |

It is understood that single entrepreneurs are strong in social network development competencies and married entrepreneurs are strong in innovative creativity competence.

Table 11: 4 Main Competencies' Average According to the Entrepreneurs' Genders

|  | Female | Male |
| :--- | :---: | :---: |
| Entrepreneurship Motivation | 3,95 | 4,07 |
| Managerial Competencies | 4,25 | 4,23 |
| Social Competencies | 4,50 | 4,25 |
| Psychological Competencies | 4,07 | 4,11 |

Social competencies are the strongest competencies of male and female entrepreneurs. It is understood that women entrepreneurs stand out more in this competency.

Table 12: 11 Sub-Competencies' Average According to the Entrepreneurs' Genders

|  | Female | Male |
| :--- | :---: | :---: |
| Self-efficacy | 4,30 | 4,35 |
| Risk Propensity/Taking | 4,52 | 4,13 |
| Communication and Persuasion | 4,00 | 4,07 |
| Leadership | 4,15 | 4,13 |
| Emotional Intelligence | 3,87 | 3,84 |
| Economic Freedom Motivation | 3,45 | 4,02 |
| Strategic Resource Development | 3,92 | 4,13 |
| Innovative Creativity | 4,62 | 4,71 |
| Responsibility | 4,62 | 4,48 |
| Resistance and Durability | 3,72 | 4,00 |
| Social Networks Development | 5,00 | 4,46 |

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When we look at the distribution of eleven sub-competencies, it is seen that women entrepreneurs are stronger in social network development competency than the others. The strongest competence of male entrepreneurs is innovative creativity.

## 5. Discussion

When the competencies in which entrepreneurs are strong in terms of demographic characteristics are examined, some remarkable results have been reached. The findings were interpreted according to the four main entrepreneurship dimensions: Entrepreneurial motivation, social competencies, managerial competencies and psychological competencies. The evaluations below are made according to four main dimensions.

Considering the prominent competencies according to the education level, it is seen that the entrepreneurs at the doctorate level are successful in entrepreneurship motivation, managerial competencies and psychological competencies. Based on this finding and compared with other groups, as the level of education increases, the managerial and psychological competencies of the entrepreneurs become stronger.

It is seen that engineering-based entrepreneurs stand out in social competencies, as the evaluation is made according to their educational fields. The fact that the entrepreneurs graduated from economics and administrative units are strong in their managerial competencies suggests that their education supports them in this field.

When the competencies are evaluated according to the total working time in business life, it draws attention that the entrepreneurs with 5 years or less experience are successful in social competencies, those with 6-10 years of experience are successful in managerial competencies, those with 11-15 years of experience are successful in social competencies, those with 15 years or more of experience are successful in social, psychological and managerial competencies. When we compare the age groups with each other, it is remarkable that the entrepreneurship motivation is high in people with 5 years or less work experience.

The competencies of entrepreneurs vary according to their age. It is observed that those between the ages of 21-30 are strong in social competencies and those between the ages of 31-40 are strong in psychological competencies. It is concluded that entrepreneurs over the age of 41 stand out in both psychological and social competencies. It is understood that entrepreneurs are in a better position in psychological competencies, especially as they get older. As the age progresses it can be said that entrepreneurs are more successful in this competency which includes sub-dimensions such as emotional control and resilience.

When evaluated according to marital status, it is noteworthy that single entrepreneurs are successful in managerial competencies, and married ones in
psychological competencies. When comparing the groups in terms of marital status, entrepreneurship motivation, managerial and social competencies are higher in single groups than in married groups.

Considering the analysis results according to gender distribution, it is concluded that women and men are successful in social competencies. When we compare the groups entrepreneurship and psychological competencies are higher in male groups.

In the national literature, there are studies that deal with entrepreneurship according to competencies, personality traits and demographic characteristics. The findings in these studies and the results of the current study show parallelism in some perspectives.

Çelik, Gölpek Karababa (2018), analyzed whether students' entrepreneurial intentions differ according to demographic factors. As a result of the research, it was seen that entrepreneurial intention differs significantly between women and men, and men have more entrepreneurial intentions than women. In the study of Şeşen and Basım (2012) examining the effects of demographic factors on students' entrepreneurial intentions, it is seen that male students have higher entrepreneurial intentions than female students, and students with work experience have higher entrepreneurial intentions than students who do not. Yumuk Günay (2016) explained that women have the ability to create the necessary opportunities to set up their own businesses more than men. Dündar and Ağca (2007) concluded that the entrepreneurial characteristics of the students studying at the Faculty of Economics and Administrative Sciences were higher than the students studying at the Faculty of Arts and Sciences and Veterinary. Tulunay (2010) explained in his study that the entrepreneurial tendencies of single individuals are higher as they take the risk of failure more easily.

In this research, considering the demographic characteristics of the entrepreneurs, findings were presented according to four main and eleven sub-competencies. But the research findings were discussed and compared according to four main competencies. Taking into account the similar studies that have been conducted with a limited number of competencies in the literature, this study is considered to be complementary to the other studies with detailed main and sub-competencies. In this way, it is possible to look more comprehensively at the competencies that ensure success in entrepreneurship. On the other hand, the limited number of the sample group constitutes the limitation of the study. For this reason, it is not possible to generalize the research results. In the future, the research can be repeated with a wider sample group and different types of analysis and the topics can be deepened.

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