REVUE DES SCIENCES COMMERCIALES Vol.18, N°01: Juin 2019 ISSN: 1112-3818 /EISSN: 2602-5396 Pages: 35-49

# THE IMPACT OF ENTREPRENEURSHIP DRIVERS ON KUWAITI ENTREPRENEURS' CAPABILITIES AND OPPORTUNITIES

## L'IMPACT DES MOTEURS DE L'ENTREPRENEURIAT SUR LES CAPACITES ET LES OPPORTUNITES DES ENTREPRENEURS KOWEITIENS

Fahed AL DUWAILAH National Security College, Kuwait duwailah@hotmail.com

Houari MANSOURI \*
University of AHMED Draia ,Adrar, Algérie sayah.2013@yahoo.fr

Mohamed Samir BEN AYAD University of Sidi Bel Abbes, Algérie benayadsamir@yahoo.fr

Date Soumission: 2019-01-26 | Date Acceptation: 2019-05-30 | Date Publication: 2019-06-02

#### **Abstract:**

The current study aimed at understanding the influence of entrepreneurship drivers and its role in building leaders who are capable of going on and nourishing their entrepreneurship skills and abilities. The study took into perspective a set of influencing variables, which may take a part in the process of supporting entrepreneurship among the youth in Kuwait. These variables included (Ideas and Opportunities, Wealth, Backup and Support, Regulations and Policies and Clear Vision and Mission). A sample from the 'Kuwaiti Commercial Banks was taken to be exposed to a self-administered questionnaire. The sample contained (44) managers and supervisors. The results of the study indicated that there is a positive attitude from the sample of the study towards the given variables. The most influential variable appeared to be 'policies and regulations' which emphasizes the influence of the Kuwaiti Commercial Banks in increasing the understanding of Entrepreneurial Leadership.

Keywords: Entrepreneurship, Leadership, Kuwaiti Entrepreneurship

#### Résumé:

La présente étude visait à comprendre l'influence des moteurs de l'entreprenariat et son rôle dans la formation de leaders capables de continuer à nourrir leurs compétences et leurs aptitudes en entrepreneuriat. L'étude a mis en perspective un ensemble de variables déterminantes susceptibles de participer au processus de promotion de l'esprit d'entreprise chez les jeunes du Koweït. Ces variables incluaient (idées et opportunités, richesse, sauvegarde et support, réglementations et politiques et vision et mission claires). On a supposé qu'un échantillon des banques commerciales koweïtiennes était exposé à un questionnaire auto-administré. L'échantillon comprenait (44) gestionnaires et superviseurs. Les résultats de l'étude ont indiqué qu'il existe une attitude positive de la part de l'échantillon de l'étude à l'égard des variables données. Les variables les plus influentes semblaient être les "politiques et réglementations", qui mettaient l'accent sur l'influence des banques commerciales koweïtiennes sur l'amélioration de la compréhension des dirigeants entrepreneuriaux.

Mots clés: Entrepreneuriat, , Direction, Entreprenariat koweïtien

#### 1- Introduction:

<sup>\*</sup> Author Corresponding

The impact of entrepreneurship drivers on Kuwaiti entrepreneurs' capabilities and opportunities

Since the 1980s, business enterprise has risen as a subject of developing enthusiasm among administration researchers and social researchers. The subject has developed in authenticity, especially in business colleges. This academic intrigue has been prodded by an arrangement of late improvements in the United States: the essentialness of start-up firms in high innovation enterprises, the development of funding financing, and the accomplishments of provincial bunches, quite Silicon Valley Propelled by the objective of understanding these improvements, administration researchers and social researchers keen on enterprise have tended to concentrate on concentrate new business arrangement, which gives a homogeneous and effectively delimited reason for quantitative observational work (Kerr and Kerr, 2016, p. 85).

Interestingly, authentic research on business enterprise began substantially before, and follows its underlying foundations to various inspirations and hypothetical concerns. The recorded investigation of business has been especially worried about understanding the procedure of basic change and improvement inside economies. Business students of history have concentrated on understanding the basic character and reasons for the verifiable change of organizations, ventures and economies. This chronicled look into has commonly utilized a Schumpeterian meaning of enterprise. Dissimilar to the current administration grant, it has not concentrated fundamentally on new firm arrangement, yet rather on the differing shapes that imaginative movement has taken and on the part of inventive enterprise in driving changes in the recorded setting of business, industry, and the economy (Jones and Wadhwani, 2006, p 185).

#### **Problem Statement**

Kuwait shows immense business open doors for organizations. The organization needs fundamental information of the business environment in Kuwait and the Kuwaiti legitimate framework to be viable and effective. The principal choice for any business is the kind of business structure to build up, Knowledge of the fundamental guidelines and directions and practices, essential familiarity with the laws administering its operations and to wrap things up, to get it the most effective method to determine lawful question in the event that they emerge. However, there are various issues which you should consider when you are hoping to set up your business in Kuwait. The current study seeks to understand the entrepreneurship opportunities in Kuwait in relation to the idea of leadership and what are the most influential drivers of entrepreneurial leadership in the state of Kuwait based on a set of variables which are ((Ideas and Opportunities, Wealth, Backup and Support, Regulations and Policies and Clear Vision and Mission).

#### **Questions and Hypotheses**

The following set of questions form the hypotheses of the study:

- 1- What is the current status of entrepreneurship in Kuwait?
- 2- What are the drivers of entrepreneurship in Kuwait?
- 3-To what extent can the Kuwaiti environment be considered as supportive to the Entrepreneurial Leadership?

#### **Main Hypothesis of the Study:**

#### **Sub-Hypotheses:**

- H1: Ideas and Opportunities is related to successful entrepreneur leaders in Kuwait
- H2: Wealth is related to successful entrepreneur leaders in Kuwait
- H3: Backup and Support is related to successful entrepreneur leaders in Kuwait

- H4: Regulations and Policies is related to successful entrepreneur leaders in Kuwait
- H5: Clear Vision and Mission is related to successful entrepreneur leaders in Kuwait

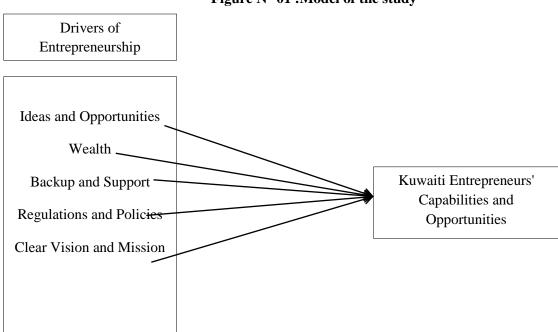


Figure N° 01 : Model of the study

#### 2. Literature Review

## 2-1. Entrepreneurship

Talks about enterprise and development hazard running in circles. In the famous press, a free meaning of enterprise is change of any sort: change in business, change in the public eye, and change in innovation. This translation is just reinforced by the works of Schumpeter: 'The business person and his capacity are not hard to conceptualize; the characterizing trademark is basically the doing of new things or the doing of things that are as of now being done recently'. Presently the business visionary dependably embraces to bring change to enhance his life and the lives of others. In the prominent personality, change, particularly a change in material prosperity, speaks to development. To put it plainly, change prompts change, and we have made a repetition. As the world economy is moving towards entrepreneurial, information based, Innovation is seen as the basic wellspring of upper hand and is a standout amongst the most essential components in charge of monetary development.

One particular issue relating advancement with business enterprise is to be considered in points of interest. Neoclassical financial aspects customarily think about advancement and business enterprise as residuals in monetary development conditions. Just later that advancement was put into conditions, with the improvement of endogenous development models. The essential premises of these models are that information affect development endogenously and that there are expanding returns in the creation of merchandise regarding innovation change. In this way, development can move economy from its relentless state to new long run harmony. Yet, even as of not long ago, just development is accounted expressly in standard monetary development models, Enterprise, then again, is as yet missing from the

conditions. There are few endeavours that attempt to locate the missing connections among advancement, business enterprise and financial development. It was contended that mechanical change requires the two analysts who make creations and business person who change those developments into advancements. expressed that for the contrasts between information also, monetarily pertinent information. They stretch out endogenous development model to incorporate "channel amongst information and monetary learning" and contend that business enterprise is "the component that diminishes the learning channel".

#### 2-1-1. Drivers of Entrepreneurship

Drivers of entrepreneurship are related to successful entrepreneur leaders in Kuwait There are several studies on individual-level factors that motivate people to start a business. These studies focus on within-country and can be categorized into four: studies focusing on motives or reasons to start a business (Acs, 2006; Reynold et al, 2001, pp 97-107); studies on entrepreneurial intentions to start a business (Van Gelderen et al., 2008; Krueger et al,2000,pp538-559); cost-benefit studies investigating the intent or reason to start a new enterprise (Douglas & Shepherd, 2002, pp81-84); and studies focusing on depth-psychological motives for starting a business. Motives for starting a business can be categorized as either necessity or opportunity, a distinction akin to the "push" and "pull" factors. Push motives reported by entrepreneurs in developed countries, include income, wealth, autonomy (freedom and independence), recognition & status, and challenge (Wilson et al,2004, Carter et al,2003,Kolvereid,1996,Feldman&Bolino,2000,pp177-197). Independence or autonomy has been widely cited as one of the pull factors for entrepreneurs to start a business (Carter et al., 2003; Carter et al., 2003; Shane et al,1991, pp13-39). Cost-benefit motivators include immaterial and material gains and risks that cause entrepreneurs to start a business (Douglas & Shepherd2002,pp 85-90). Studies on depth-psychological motives for starting a business argue that the need for power (nPower) and need for achievement (nAch) motivate entrepreneurs to start new business ventures (Rauch &Frese, 2007, pp41-66).

On the contrary, between country studies on motivation for starting a business look at variance across different countries and on an aggregate level in entrepreneurial motivations (Reynolds et al., 2002; Baum et al. 1993; Shane et al. 1991; Bhola et al., 2006; Grilo&Thurik, 2006; Freytag &Thurik, 2007, p 133). These studies have demonstrated that motivations for starting an enterprise vary between countries and that necessity motives play a key role in developed and developing countries (Bhola et al., 2006; Reynolds et al., 2002, p 37). Freytag and Thurik (2007) demonstrated that country-level variables, including life expectancy, and economic freedom influence people's preference for entrepreneurship.

In line with this view, several factors have been identified as drivers of entrepreneurship, including wealth (financial success and income security), regulation & policies, vision and mission, and ideas and opportunities. These factors are thought to shape and influence entrepreneurial motivation. These factors can be categorized into contextual drivers and individual drivers.

Contextual drivers are related to national and regional characteristics, including formal policies and laws created by formal institutions such as property rights and welfare systems, and national culture/information institutions that support entrepreneurship, as well.

It is argued that great and successful entrepreneurs achieve their goals and purpose by setting clear, strong, and ambitious mission and vision, and by pursuing them with passion. According

to Shane et al. (1991), successful entrepreneurs preserve their vision and mission. They remain engaged with their startups, and surround themselves with successful people and empowers their subordinates to implement and extend the vision. This allows them to stay connected to their market. Supporting this view, Carter et al. (2003) noted that the success of a start-up or venture is about defining a vision, formulating it into something tangible, pursuing it, sharing it and instrumenting it. According to Reynolds et al. (2002), the ability of an entrepreneur to share the vision helps an entrepreneur to imprint the same dedication, passion and energy to the wider team and audience.; Grilo and Thurik (2006) further opined that when a vision can be translated into an organizational culture by spreading it across the organization. Elsewhere, Bhola et al. (2006) opined that entrepreneur should demonstrate the ability to drive his motivation and energy by imprinting his vision, and instilling in the team the drive, perseverance and enthusiasm that brings dreams and projects into fruition. They should believe in the vision, nurture it and follow it to turn it into a lighthouse that guides the business enterprise. Bhola et al. (2006) concluded that the vision should be the key element that helps an entrepreneur during the ups and downs, and one that funnels the venture's perseverance, passion and tenacity to the organization's goal. According to Freytag and Thurik (2007), as the driver of entrepreneurship, vision allows an entrepreneur to build something from scratch, draw other people towards his idea, and solve difficult problems innovatively to create greatness.

#### 2-1-2. Entrepreneurship in Kuwait

Like its neighbours, Kuwait's economy was largely dependent on oil. However, recognizing the volatility of the oil prices in the global market, Kuwait is increasingly creating entrepreneurial ecosystems aimed at promoting economic growth and employment (Al-Salem and Speece, 2017, p 85). Currently, there are many initiatives underwent to transform the economy by reinvigorating Kuwait's private sector to orient it towards entrepreneurship (Kansikas et al., 2012, pp 141-158). The country is aiming at attracting 400 plus Kuwaiti dinars to sectors including information technology, petrochemicals, renewable energy, and service. Through it 2035 vision, Kuwait is fostering an environment that promotes the participation of SMEs in the economic development of the nation. The country is using the National Fund for Small & Medium Enterprise Development as its vehicle to facilitate the private sector to drive its economy (Coker, et al, 2017, pp 125-139).

According to (Chang, et al, 2017, pp 812-833) programs such as the Lab concept which was modelled on the Europe Wayra model have been adopted to accelerate entrepreneurship. This program offers entrepreneurs mentorship, funding and access to Telefonica customers.

Similarly, programs like Brilliant Lab working in partnership with Zain allows entrepreneurs to access a range of services, including acceleration service in San Francisco, start-up boot camp in Kuwait, and access to international conferences and events in entrepreneurship (Patterson, et al., 2012, pp 395-416).

Another accelerator of start-ups, the Creative Startupswas founded in 2007 in New Mexico focuses on innovative and creative ventures. Since then it has expanded its operation into Kuwait. It focuses on empowering food start-ups (Becherer et al., 2008, pp 13-27).

These efforts and initiatives though not enough, have seen an increase in the number of SMEs in Kuwait's non-financial and retail services. Although accelerators and incubators complement the entrepreneurial ecosystem, they do not offer the needed mechanism to help active the ecosystem. The existing SMEs in Kuwait contribute a meagre 3% of the GDP. This

is troubling considering that in the emerging economies and high-income economies, SME contribute about 50% of the GDP. Kuwaiti's SMEs employ about 23% of the total workforce. This figure is less than 50% of the SME employment figures for the emerging and high-income economies. Factors such as labour regulations, administrative corruption, regulatory uncertainty, bureaucracy in business permits and licensing are the key barriers to the growth of SMEs in Kuwait. The inadequately educated workforce is also seen as one of the barriers to the growth of SMEs in Kuwait. Building an enabling and vibrant ecosystem for the development of SMEs is critical to the promotion of long-term economic growth and diversification of the Kuwait's economy. In the next 30 years, SMEs are expected to play a critical role in creating employment for the Kuwaitis. This will only be possible when Kuwait creates an ecosystem for entrepreneurship (Naipaul and Wang, 2009, pp 639-658)

## 2-1-3. Entrepreneurship and Leadership

A complex mix of skills, motives, styles, mental mind-sets, capabilities and traits contributes to entrepreneurial leadership. The entrepreneurial leadership domain is defined by eight key imperative and requires five leadership attributes: creativity, direction, delegation, coordination, and collaboration.

It is argued that creativity is the common thing that characterize successful entrepreneurs. This creativity makes them to generate ideas that are convincing, and workable. It is suggested that entrepreneurs should be creative in their use of the limited resources as this makes them to attract potential investors, especially when focus is on the circle other than friends and family. Entrepreneurs are defined by direction. This way, they can articulate their direction in measurable goals. This direction includes money matters, clear idea about the target market, and articulating a measurable inspiring, and achievable vision that is communicated effectively to potential stakeholders.

Entrepreneurs are associated with the ability to delegate responsibilities to others. Delegation will occur when the entrepreneur has reached the stage of hiring a team that respects and trust in his vision. Hiring people based on their competencies, knowing their weaknesses and those of the entrepreneur, and focusing on creating a diverse workforce constituting of different backgrounds, genders and skills, investing in good governance; developing mutually agreed goal posts, and establishing business networks and relationships have been shown to contribute to the success of a business venture.

Entrepreneurs are required to be good at coordination as good coordination skills help them to skilfully an effectively coordinate between various management levels, personalities, and expertise. They are required to create strong corporate culture that is defined by deeply embedded business values and vision. It has been revealed that leaders who work with stakeholders to create structures that help manage decision-making and have a sense of ownership among staff tend to succeed in their business endeavours.

Lastly, entrepreneurs are required to be collaborator as leaders. Collaboration will make them to work collaboratively with the external agencies, internal teams, and seek external advice on staff recruitment and business strategy.

#### 3- Methodology

In order to have the ability to either accept or reject the hypotheses of the study the researcher took the quantitative approach to be the methodology of the study. It is meant from

the quantitative approach to collect numerical data from the sample of the study, these data would be run on SPSS the numerical results was translated into understandable language so as to see the influence of the variables of the study on the main problem.

In collecting the data, the researcher employed the questionnaire as a tool of the study. The questionnaire was developed by the researcher and it was divided into two sections, the first one was for the demographic variables while the other one contained the paragraphs which are related to the variables of the study.

The sample of the study was focused within the Kuwaiti Commercial Banks. A total of (50) managers and supervisors were exposed to a self-administered questionnaire. The researcher was able to retrieve a total of (44) properly filled questionnaires and SPSS was employed to tackle the gathered data of the study.

#### 4-Results

The current section presented the results of the study according to the outcomes of the SPSS processes. The section is divided into two parts, the first part takes the demographic variables, and the second part is the results of the sample responses to the questionnaire.

#### 4-1. Demographic Results

The following section presented the analysis of the demographic characteristics of the sample according to gender, educational level and experience.

Table  $N^{\circ}$  01 : Sample characteristics according to gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	30	68.2	68.2	68.2
	Female	14	31.8	31.8	100.0
	Total	44	100.0	100.0	

Source: Prepared by the researcher

It appears from table (1) that the sample of the study responses came or the benefit of males with a frequency of 30 individuals forming 68.2% of the total sample, while females came in a frequency of 14 individuals forming 31.8% of the total sample. This can indicate that most of the sample working within the organization under study was males.

Table N° 02: Sample characteristics according to educational level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	7	15.9	15.9	15.9
	BA	32	72.7	72.7	88.6
	Postgraduate	5	11.4	11.4	100.0
	Total	44	100.0	100.0	

Source: Prepared by the researcher

It appears from table (2) that the sample of the study responses came or the benefit of BA holders with a frequency of 32 individuals forming 72.7% of the total sample, while diploma holders came in a frequency of 7 individuals forming 15.9% of the total sample and individuals with postgraduate studies came with 5 individuals forming 11.4% of the sample. This can indicate that most of the sample working within the organization under study held the bachelor degree and had the needed educational qualifications.

Table N° 03: Sample characteristics according to experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-7	13	29.5	29.5	29.5

The impact of entrepreneurship drivers on Kuwaiti entrepreneurs' capabilities and opportunities

8-13	12	27.3	27.3	56.8
14-19	10	22.7	22.7	79.5
+20	9	20.5	20.5	100.0
Total	44	100.0	100.0	

Source: Prepared by the researcher

It appears from table (3) that the sample of the study responses came somewhat equally distributed with individuals having an experience of 2-7 years appeared to be the higher rank with frequency of 13 individuals forming 29.5% of the sample. In the 2<sup>nd</sup> rank came individuals who had an experience of 8-13 years with frequency of 12 individuals forming 27.3% of the sample. The lowest rank came from individuals who had an experience of +20 years with frequency of 9 individuals forming 20.5% of the total sample.

#### 4-2. Questionnaire Results

The following section presented the statistical processing of the sample's responses to the paragraphs of the questionnaire. Mean and standard deviation were calculated to highlight the attitude of the sample towards the paragraphs of the study.

-Examining the results of the questionnaire analysis in table (4),it was seen that there is a positive attitude from participants towards the above questions. This appeared through the mean of the paragraphs which scored higher than 3.00 referring to the paragraph as a good indicator. The most influential paragraph appeared to be "the youth are giving chances to lead an entrepreneurship business all the time" scoring 4.36 as a mean. This indicates that individuals believed that the Kuwaiti state gives the youth all the needed chances to have a better understanding and a wider horizon of the concept of entrepreneurship (see appendix n°4).

### 4-3. Reliability Test

A reliability test was carried out using Cronbachs' alpha, The result showed a value of (0.928) for the all items as well as alpha for each variable is greater than accepted percent 0.60, which is a reasonable value indicating the tool consistency that enhanced its use for the study

#### 4-3-1. Hypotheses Testing

#### a-Main Hypothesis:

## Drivers of entrepreneurship are related to successful entrepreneur leaders in Kuwait Table N° 05: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778a	.605	.553	.51070

Source: Prepared by the researcher

Table N° 06: ANOVAª

Mo	odel	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.191	5	3.038	11.649	.000b
	Residual	9.911	38	.261		
	Total	25.102	43			

Source: Prepared by the researcher

This hypothesis was tested using multiple regression analysis. With the R-value of 0.778, it was confirmed that independent variables and dependent variables are strongly correlated. Again, with 11.649 as the value of F at 0.05 significant at (0.05), it is confirmed that Drivers of entrepreneurship are related to successful entrepreneur leaders in Kuwait.

H1: Ideas and Opportunities is related to successful entrepreneur leaders in Kuwait Table N° 07: Model Summary

Source: Prepared by the researcher

Table N° 08: ANOVA<sup>a</sup>

Mo	odel	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.512	1	12.512	41.738	.000b
	Residual	12.590	42	.300		
	Total	25.102	43			

Source: Prepared by the researcher

#### Table N° 09: Coefficients<sup>a</sup>

Mo	Model Unstandardize		ized Coefficients	Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		
1	(Constant)	495	.704		702	.486
	Ideas	1.074	.166	.706	6.460	.000

Source: Prepared by the researcher

Linear regression is used to test this hypothesis; it is found that R (0.706) is the correlation of the independent variable and the dependent variable. Also it is found that F value of (41.738) is significant at (0.05) level. Thus, Ideas and Opportunities is related to successful entrepreneur leaders in Kuwait.

### H2: Wealth is related to successful entrepreneur leaders in Kuwait

**Table N° 10: Model Summary** 

	Table (10): Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate				
1	.601a	.362	.346	.61771				

Source: Prepared by the researcher

#### Table N° 11: ANOVA<sup>a</sup>

Mo	odel	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.076	1	9.076	23.787	.000 <sup>b</sup>
	Residual	16.026	42	.382		
	Total	25.102	43			

Source: Prepared by the researcher

#### Table N° 12: Coefficients<sup>a</sup>

Mo	odel	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		
1	(Constant)	1.714	.483		3.551	.001
	Wealth	.576	.118	.601	4.877	.000

Source: Prepared by the researcher

Linear regression is used to test this hypothesis; it is found that R (0.601) is the correlation of the independent variable and the dependent variable Also it is found that F value of (23.787) is significant at (0.05) level. Thus, Wealth is related to successful entrepreneur leaders in Kuwait.

## H3: Backup and Support is related to successful entrepreneur leaders in Kuwait Table $N^{\circ}$ 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------

		Tabl	e (7): Model Summar	y
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

The impact of entrepreneurship drivers on Kuwaiti entrepreneurs' capabilities and opportunities

	1		.706ª	.498	.486	.54752	
1		.437	7 <sup>a</sup>	.191	.172	n9	519

Source: Prepared by the researcher

Table N° 14: ANOVA<sup>a</sup>

Mo	odel	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.804	1	4.804	9.941	.003 <sup>b</sup>
	Residual	20.298	42	.483		
	Total	25.102	43			

Table N° 15: Coefficients<sup>a</sup>

I	Mo	del	Unstandard	ized Coefficients	Standardized Coefficients	t	Sig.
			В	Std. Error	Beta		
	1	(Constant)	2.014	.646		3.121	.003
		Backup	.529	.168	.437	3.153	.003

Source: Prepared by the researcher

Linear regression is used to test this hypothesis; it is found that R (0.437) is the correlation of the independent variable and the dependent variable. Also it is found that F value of (9.941) is significant at (0.05) level. Thus, Backup and Support is related to successful entrepreneur leaders in Kuwait

H4: Regulations and Policies is related to successful entrepreneur leaders in Kuwait **Table N° 16: Model Summary** 

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405a	.164	.144	.70680

Source: Prepared by the researcher

Table N° 17: ANOVA<sup>a</sup>

Mo	odel	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.120	1	4.120	8.248	.006 <sup>b</sup>
	Residual	20.982	42	.500		
	Total	25.102	43			

Source: Prepared by the researcher

Table N° 18: Coefficients<sup>a</sup>

Mo	odel	Unstandard	ized Coefficients	Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		
1	(Constant)	2.164	.656		3.300	.002
	Regulations	.483	.168	.405	2.872	.006

Source: Prepared by the researcher

Linear regression is used to test this hypothesis; it is found that R (0.405) is the correlation of the independent variable and the dependent variable. Also it is found that F value of (8.248) is significant at (0.05) level. Thus, Regulations and Policies is related to successful entrepreneur leaders in Kuwait.

H5: Clear Vision and Mission is related to successful entrepreneur leaders in Kuwait

Table	e N° 19: Model Sumn	nary
R Square	Adjusted R Square	Std. Error of the

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417a	.174	.154	.70278

Source: Prepared by the researcher

Table N° 20: ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	4.358	1	4.358	8.824	.005 <sup>b</sup>
	Residual	20.744	42	.494		
	Total	25.102	43			

Source: Prepared by the researcher

#### Table N° 21: Coefficients<sup>a</sup>

Mo	odel	Unstandard	ized Coefficients	Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		
1	(Constant)	2.052	.672		3.053	.004
	Vision	.519	.175	.417	2.971	.005

Source: Prepared by the researcher

Linear regression is used to test this hypothesis; it is found that R (0.417) is the correlation of the independent variable and the dependent variable. Also it is found that F value of (8.824) is significant at (0.05) level. Thus, Clear Vision and Mission is related to successful entrepreneur leaders in Kuwait

#### 5-Discussion

The current study sough to understand the Drivers on Entrepreneurial Leadership in Kuwait; the researcher employed a questionnaire in order to have the ability to understand the attitude of the sample towards the presented hypotheses. The results of the study cleared out that there is a positive attitude from participants towards the idea of Entrepreneurial Leadership in Kuwait referring to the state of Kuwait as a good environment for Entrepreneurial Leadership based on the existence of many drivers including (Ideas and Opportunities, Wealth, Backup and Support, Regulations and Policies and Clear Vision and Mission). The results of the study referred to the fact that there appeared a specific influence of the variables on the Entrepreneurial Leadership environment in Kuwait. The results indicated that the influence of the variables appeared (Regulations and Policies, Backup and Support, Wealth, Ideas and Opportunities and Clear Vision and Mission) were regulations, policies appeared to be the most influential and the clear mission, and vision appeared to be the least influential.

The analysis made it clear that the regulations and policies that are adopted by the Kuwaiti government have a very deep influence on the initiation of other organizations to run any type of Entrepreneurial enterprises. This was seen through the results of the study, which related the regulations and policies the first and most important factor that influences the Kuwaiti Commercial Banks to initiate any entrepreneurial chances within Kuwait.

Essential business enterprise advancement amid the last more than two centuries was the move in centre of development based business enterprise (presentation of items, forms, or new courses) to concentrate on catching business sector chances to make an incentive for the client and make new market openings. The investigation demonstrated the significance of entrepreneurial help strategy and administration qualities. The investigation likewise uncovered that there are critical significance of business enterprise properties on the survival of new tasks particularly that as the main period of a venture requires a high duty and energy more often than not appeared by the business person.

The examination likewise found no huge impact of enterprise on development of new ventures (extension and opening branches). Since this period appears much of the time the building structures, frameworks and guidelines that rely upon the discerning hierarchical and administrative experience, which holds a great deal of important information (Najim,

Mohamed, and Alnaji, 2012, pp 159-166), isn't extraordinary, moreover, associations at this stage, Jordanian associations appear to expect a considerable measure of help from the legislature what's more, society. At long last, it is essential to investigate quantitative strategies and in addition, the part of scholarly capital in drug stores and its part in maintaining the business, as per (Najim, Mohamed, and Alnaji, 2012, pp 167-173) such information can create an incentive to the business and may be another factor, together with lessening drug intrusions, to enhance organizations.

This study findings confirmed what was revealed in the literature herein that entrepreneurship is driven by several factors, including the drive to gain wealth, the existing policies and regulations, the entrepreneurial mission and vision, the existing opportunities, and the support and backup given to the entrepreneur to pursue the entrepreneurial objective.

This is in line with what has been revealed in the literature regarding what drives people into entrepreneurship. For example it has been documented that institutional context, including changes in the law and change in policy regime dramatically impact on entrepreneurial opportunities. Laws and policies that do not provide entrepreneurial incentives or promote free enterprise tend to inhibit entrepreneurship.

Literature also reveals that the country level, entrepreneurship can be driven by increase-wealth motive, independence motive and the necessity motive.

Independence-motivate entrepreneurship is driven by the independence or autonomy motive to become self-employed (Breaugh, 1999, pp 357-373). For these entrepreneurs, entrepreneurship is a means to serve their freedom-related needs by enabling a lifestyle in which they can decide their methods, scheduling goals These entrepreneurs value autonomy for its own sake. It is an intrinsic motive, which can help increase serve to increase diversity in their entrepreneurial activities and in the economy(Van Gelderen et al,2008, Amabile,2011, pp 538-559) Previous studies have confirmed that autonomy is related to creativity and that it is a prime motive for creative competitive and innovative business ventures.

Opportunity-driven entrepreneurs tend to have higher levels of aspirations than necessity-driven entrepreneurs (Reynolds et al., 2002, pp 210-214). Reynolds et al. (2002) further hinted that necessity-driven entrepreneurs tend to heavily rely on their enterprise for their daily economic survival, and this tend to affect their aspirations towards it. These type of entrepreneurs are mostly found in low-income countries. They are often constrained with access to technology, financial capital, human capital, and other resources. As a consequence, this limits their ability to create jobs and generate innovations needed to increase the competitiveness of an enterprise (Morris et al., 2006, pp 221-244).

Wealth-driven Entrepreneurs are driven by the objective to increase income. They have the ambitions for innovation and growth, which are both instrumental in gaining wealth or higher income (Cassar, 2007, pp 89-107). Focusing on the relationship between motive for wealth or gain financial benefit and a range of outcome and ambition variables Cassar (2007) found a positive relationship between motivation for financial success and growth preference, intended sales, risk-return preference, and intended employment.

Literatures also identify policy regulatory institutional and legal factors as drivers to entrepreneurship (Garba, 2010; Baumol, 1990; Pitigala& Hoppe, 2011, pp 140-150). These factors are thought to affect the taxation system, influence markets and firms, social capital and entrepreneurship education.

Studies on drivers of entrepreneurship development have found business-friendly environment, public policy, entrepreneurial competences, physical infrastructure, and access to credit as factors influencing the entrepreneurial development (Gatewood& Boko, 2009; Chukwuemeka, 2010, pp 137-139).

#### 6- Conclusion and Recommendations

Entrepreneurs drive innovation and their determination creates employment opportunities required for economic growth. Their platform is scalable, pivotal, pre-emptive and proprietary and focuses on economic and material problem. They can carefully craft a culture, brand and talent-management approach that support the organization's mission. As demonstrated in this study, entrepreneurial leadership can be facilitated and enhanced by creating policies and laws that promote entrepreneurship, as well as by creating a business-friendly environment, public policy, entrepreneurial competences, physical infrastructure, and access to credit as factors influencing the entrepreneurial development. It is also suggested in the literature that sufficient regulations may promote growth of SMEs by promoting entrepreneurship through lowing taxes and providing incentives.

Evidence abounds that Kuwait has established several agencies and enacted an array of policies to enhance and promote entrepreneurship. The Kuwaiti Commercial Banks have created an environment that nurtures entrepreneurial develop by establishing agencies that offer financial resources to entrepreneur or operators of SMEs. Collectively, these policies have served to expand the available opportunities and eliminating constraints on entrepreneurs as well as offering the needed information financial assistance, and training, which is germen to the development of entrepreneurship. Surprisingly, even with the implementation of these strategies, entrepreneurship is still at the nascent stage. This may be informed by the government's failure to recognize other important drivers of entrepreneurship, which should be harnessed accordingly.

#### **Bibliography**

- 1-Acs, Z. J. How is entrepreneurship good for economic growth? *Innovations: technology, governance, globalization*, 1(1), 2006, pp 97–107.
  - 2-Amabile, T., Componential theory of creativity. Harvard Business School, 2011, pp 538-559
- 3-Baum, J. R., Olian, J. D., Erez, M., Schnell, E. R., Smith, K. G.,Sims, H. P., & Smith, K. A., Nationality and work role interactions: A cultural contrast of Israeli and U.S. entrepreneurs' versus managers' needs. *Journal of Business Venturing*, 8(4), 1993, pp 449–512.'
- 4-Baumol, W.J., "Entrepreneurship: productive, unproductive and destructive", *Journal of Political Economy*, 98(5, Part 1),1990, pp 893-921.
- 5-Becherer, R., Mendenhall, M. and Eickhoff, K., Separated at birth: An inquiry on the conceptual independence of the entrepreneurship and the leadership constructs. *New England Journal of Entrepreneurship*, 11(2), 2008, pp 13-27.
- 6-Bhola, R., Verheul, I, Grilo, I., & Thurik, A R., Explaining engagement levels of opportunity and necessity entrepreneurs. Research report H200610. Zoetermeer: EIM Business and Policy Research, 2006, p37
- 7-Breaugh, J. A., Further investigation of the work autonomy scales: Two studies. *Journal of Business and Psychology*, 13(3), 1999, pp 357–373.
- 8-Carter, N. M., Gartner, W. B., Shaver, K. G., &Gatewood, E. J., The career reasons of nascent entrepreneurs. *Journal of Business Venturing*, 18(1), 2003, pp 13–39.

- 9-Cassar, G.,. Money, money? A longitudinal investigation of entrepreneur career reasons, growth preferences and achieved growth. *Entrepreneurship and Regional Development*, 19(1), 2007, pp 89-107.
- 10-Chang, Y., Chang, C. and Chen, C., Transformational leadership and corporate entrepreneurship. *Leadership & Organization Development Journal*, 38(6), 2017, pp 812-833.
- 11-Chukwuemeka, E, Democratisation in a praetorian Polity: The Nigerian Experience, *Journal of the Management Sciences*, 6(7), 2010, pp 49-60
- 12-Coker, K., Flight, R. and Valle, K., Social entrepreneurship: the role of national leadership culture. *Journal of Research in Marketing and Entrepreneurship*, 19(2), 2017, pp 125-139.
- 13-Douglas, E. J., & Shepherd, D. A., Self-employment as a career choice: Attitudes, entrepreneurial intentions, and utility maximization. *Entrepreneurship Theory & Practice*, 26(3), 2002, pp 81–90.
- 14-Freytag, A. and Thurik, R., Entrepreneurship and its determinants in a cross-country setting. *Journal of evolutionary Economics*, 17(2), 2007, pp 117-131.
- 15-Garba, A.S., "Refocusing education system towards entrepreneurship development in Nigeria: a tool for poverty reduction", *European Journal of Social Sciences*, 2010, 15(1), pp 140-150.
- 16-Gatewood, E.J. and Boko, S., "Globalization: entrepreneurial challenges and opportunities in the developing world", in Acs, Z.J. et al. (Eds), The Role of SMEs and Entrepreneurship in a Globalized Economy, Ministry of Education and Research Globalization Council, Stockholm, available at: www.regeringen.se/context/1/c6/12/58/93/d614cc47.pdf, 2009, pp 137-139
- 17-Grilo, I., & Thurik, A. R. (2006). Entrepreneurship in the old and new Europe. In E.
- Holcombe, R.G., Entrepreneurship and economic growth. *Quarterly journal of Austrian economics*, 1(2), 2006, pp 45-62.
- 18-Jones, G. and Wadhwani, R.D., *Entrepreneurship and business history: Renewing the research agenda*. Division of Research, Harvard Business School, 2006, p 185.
- 19-Kansikas, J., Laakkonen, A., Sarpo, V. and Kontinen, T. ,Entrepreneurial leadership and familiness as resources for strategic entrepreneurship. *International Journal of Entrepreneurial Behavior& Research*, 18(2), 2012, pp 141-158.
- 20-Kerr, S.P. and Kerr, W.R., *Immigrant entrepreneurship* (No. w22385). National Bureau of Economic Research, 2016, p 85.
- 21-Krueger, N. F., Jr., Reilly, M. D., &Carsrud, A. L., Competing models of entrepreneurial intentions. *Journal of Business Venturing*, 15(5-6), 2000, pp 411–432.
- 22-Morris, M. H., Miyasaki, N. N., Watters, C. E., & Coombes, S.M., The dilemma of growth: Understanding venture size choices of women entrepreneurs. *Journal of Small Business Management*, 44(2), 2006, pp 221–244.
- 23-Naipaul, S. and Wang, Y., Entrepreneurship and leadership in hospitality. *International Journal of Contemporary Hospitality Management*, 21(6), 2009, pp 639-658.
- 24-Najim, N.A. and Alnaji, G.A.E.R.L., The Impact of the Key Dimensions of Entrepreneurship on Opportunities for the Success of New Ventures in the Greater Amman Municipality. *European Journal of Business and Management*, *5*(4), 2013, *pp* 159-173.
- 25-Patterson, N., Mavin, S. and Turner, J., Envisioning female entrepreneur: leaders anew from a gender perspective. *Gender in Management: An International Journal*, 27(6), 2012, pp.395-416.
- 26-Pitigala, N., & Hoppe, M., "Impact of multiple taxation on competitiveness in Nigeria." Trade Policy Note No. 16. *World Bank: Washington DC*, 2011, pp 140-150.
- 27-Rauch, A., &Frese, M., Born to be an entrepreneur? Revisiting the personality approach to entrepreneurship. In J. R. Baum, M. Frese, & R. A. Baron (Eds.), The psychology of entrepreneurship, Mahwah, NJ: Erlbaum, 2007, pp. 41–66.
- 28-Shane, S., Locke, E., & Collins, C. J., Entrepreneurial motivation. Human Resource Management Review, 13(2), 2003, pp 257–280.

29-Van Gelderen, M., Brand, M., van Praag, M., Bodewes, W., Poutsma, E., & Van Gils, A., Explaining entrepreneurial intentions by means of the theory of planned behaviour. *Career Development International*, 13(6), 2008, pp 538-559.

30-Wilson, F., Marlino, D., & Kickul, J., Our entrepreneurial future: Examining the diverse attitudes and motivations of teens across gender and ethnic identity. *Journal of Developmental Entrepreneurship*, 9(3), 2004, pp 177–197.

## **Appendices**

Table N°04: Descriptive Statistics	N	Minimum	Maximum	Mean	Std.
-					Deviation
Entrepreneurs' Capabilities and Op	portur	nities			
the state of Kuwait takes into perspective the concept of entrepreneurship	44	1	5	3.66	1.180
Kuwait always run the small businesses that can lead the young to the world of	44	2	5	4.20	.878
business					
Kuwait supports SMEs in order to increase the level of entrepreneurship	44	2	5	4.09	.910
Kuwaiti universities put much emphasis on the idea of entrepreneurship	44	2	5	4.14	.765
Ideas and Opportunities	,				
many ideas can develop the entrepreneurship thinking	44	2	5	4.25	.866
creativity is a part of entrepreneurship	44	3	5	4.07	.545
Organizations in Kuwait put much emphasis on innovation	44	3	5	4.16	.713
all kinds of managerial supports are presented for the sake of entrepreneurship	44	1	5	4.18	1.040
the youth are giving chances to lead an entrepreneurship business all the time	44	3	5	4.36	.574
Wealth					
Kuwait is an oil rich country and that helped in supporting entrepreneurship	44	1	5	4.14	.878
a good amount of money is put in Kuwait in order to help entrepreneurship and	44	1	5	3.93	.998
innovation					
liquidity is something important when it comes to entrepreneurship	44	1	5	3.77	1.008
4. a lot of financial support has been given to entrepreneurship	44	1	5	4.18	.896
Backup and Support		•			•
large organizations in Kuwait can appear as incubators for entrepreneurship	44	1	5	3.89	.920
business					
a lot of businesses in Kuwait support the entrepreneurship ideas	44	2	5	4.00	.940
technological infrastructure is available in Kuwait for the sake of	44	1	5	4.02	.976
entrepreneurship					
the Kuwaiti business environment is a good habitat for entrepreneurship	44	1	5	3.27	.694
Regulations and Policies	S				
the Kuwaiti government is a aware of the importance of entrepreneurship	44	1	5	3.41	.693
regulations and policies are issued in order to support the concept of	44	2	5	4.14	.795
entrepreneurship					
regulations in Kuwait ease the way to better entrepreneurship	44	1	5	3.98	1.000
the Kuwaiti government give entrepreneurship steps all the chances and	44	2	5	3.86	.852
facilities					
Clear Vision and Missio	n				
all organizations in Kuwait are aware of the idea of entrepreneurship	44	2	5	4.07	.818
most entrepreneurship innovations are clear in the message of the organizations	44	2	5	4.07	.789
most of entrepreneurship organization are based on solid grounds	44	1	5	3.09	1.053
there is a lot of awareness among the Kuwaiti organizations about the concept	44	2	5	3.95	.914
of entrepreneurship					
Valid N (listwise)	44				