

# WORK EXPERIENCE AND ENTREPRENEURSHIP: EVIDENCE FROM VARIOUS INDUSTRIES OF (LAHORE) PAKISTAN

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**ABSTRACT:** *The prior job experience has been assumed one of the important elements while taking initiative for any entrepreneurial or business activity. It also assists in defining the direction for future enactment and provides a good guideline which in turn helps to decide about a particular business one chooses to start. The purpose of this paper is to implement qualitative, narrative approach to analyze the work experience to entrepreneurship transformation relating to various industries of Lahore (Pakistan). For this purpose, a sample of six entrepreneurs who are having prior working experience has been chosen belonging to the various industries from the said population. The thorough analysis of the narrations reflects that the job experience has strong relation with entrepreneurship. In addition to job experience, several other factors such as aim of the job (whether to gain experience for business or just employment), getting help in starting business (from family, friends or colleagues), reasons of leaving job sector (employer's behavior or job sickness), need for job experience, relevance of Job Experience (complete, partial or no relevance) and role of past work experience (enhancing managerial or problem solving capabilities) are the elements which may motivate an individual having job career experience to enter into entrepreneurship.*

**Keywords:** Qualitative, Entrepreneurship, Working Experience, Entrepreneur, Narrative Approach.

## 1. INTRODUCTION

Entrepreneurship can be regarded as bringing creativity and innovation in business in any particular field and converts it into a viable enterprise that can further construct values. An entrepreneur is an individual either new or already established offers new or improved good or service to the consumer by employing new techniques at relatively lower prices [2]. Entrepreneurship is the transformation of an innovation into a sustainable enterprise that generates value. An entrepreneur is “any entity, new or existing, that provides a new product or service or that develops and uses new methods to produce or deliver existing goods and services at lower cost. Working Experience in a particular field plays a very vital role in decision making regarding any entrepreneurial and investment activity and in determining the direction for future performance. The entrepreneurs find him/herself in quite ease in executing ant future plan regarding investment in any new projects [19]. It is common practice that individuals first preferred to have a relevant working experience at some related organization before involving into entrepreneurship. The experience one gains from job may direct their preferences towards a particular business and helped in deciding whether to start his/her own business or to continue organizational employment [4]. The empirical studies show a mixed evidence upon the relationship between job experience and entrepreneurship. Social influences also play a very important role in deciding whether to become an entrepreneur or continue as an employ. Various studies have explored the role of experience in entrepreneurship and found that the variations in adopting entrepreneurship is also because of access to information and financial sources along with a good hands on experience in an organization related to that particular field chosen for business [15].

### 1.1. Statement of the Problem

Entrepreneurship can be an important factor of economic growth. There might be various motivations such as education, friends inspiration, bitter job experience, family business and aim of future financial strength behind the adoption of entrepreneurship as a career beside continuing the job as a career. There are few of the researchers who have empirically tried to determine those dynamics which might be behind the selection of own business instead of employment. This study has been initiated to narratively analyze the various circumstances which lead to the adoption of entrepreneurship instead of continuing the career as an employee in the job market.

#### 1.2. Purpose of the study

The purpose of this study is to qualitatively analyze the role of prior work experience in choosing entrepreneurship as an alternative to be an employee i.e. “work experience and Entrepreneurship relationship” considering the various industries of (Lahore) Pakistan.

#### 1.3. Significance of the study

The study is quite significant and it may contribute to the existing literature by giving exploration to the motivational factors in adopting entrepreneurship after acquiring a handful of work experience in the relevant field. It will also be fairly helpful in improving the business attitude in business sector of an economy.

#### 1.4. Delimitations

This study lies upon the phenomenon of Interpretivism and based upon semi structure interviews which requires lot of time and other resources to gather the so the sample size has been shortened to few industries of Lahore. The study has been delimited to the entrepreneurs residing in Lahore. Since it is one of the largest cities of the country so it can very well represent the population.

#### 1.5. Limitations

This study consists of the narrative analysis of job experience and entrepreneurship based upon semi-structured interviews.

The small sample size with few firms of industries from a considerably large population may obstruct it to generalize the concept.

## 2. LITERATURE REVIEW

### 2.1. Subject of the Study

It is generally witnessed that people obtain relevant work experience before involving themselves into entrepreneurship and such work experience might be helpful in taking a decisive step whether to continue organizational employment or to establish themselves as entrepreneurs [4]. The purpose of this research study is to conduct a qualitative analysis to investigate the role of job experience in determining entrepreneurship in various industries. For this purpose, considering the sample size based on convenient sampling techniques, few entrepreneurs has been chosen as a sample. The points which has been considered while selecting the subjects are nature of the industry, length of the prior work experience, age of the business, number of workers in the firm and relevance of the past job experience to the field of chosen business as an entrepreneur. In this section, the review of the past literature has been presented. In the first section the subjects of the study has been introduced. In the second section, the review of the literature has been presented. In the next section, after theoretical construction, the summary of the whole chapter has been given.

### 2.2. Review of Literature

Prior job experience is crucial but can be regarded as justifiable alternative up to some certain extent depending upon the observation of the employer regarding human capital. It has been found that the employees getting high remunerations are more likely to establish a limited firm than a firm under sole ownership and an inverted U-shaped association has been noted between entrepreneurship and experience [4]. Past experience (self-employment) has shown a negative relation with the proclivity of entrepreneurship and it has no impact upon entrepreneurship if the experience is less than three years [13]. [12], in a study have established that the individuals with low self-esteem lack of risk taking ability have more probability to involve into hybrid entrepreneurship instead of full time entrepreneurial activity. Moreover those individuals adopt full time entrepreneurial activities are more likely to succeed. The researchers have further added that adoption of entrepreneurship by an individual varies from person to person and depends upon their personal characteristics and the survival chances of that entrepreneurship. [6] has conducted an empirical study and have tried to determine the factor which motivate the individuals toward entrepreneurship by testing number of variables including prior work experience and concluded that the general attitude and past work experience (among males) have inclination towards entrepreneurship.

There is a relations between past work experience and entrepreneurial intention. Prior work experience and prior entrepreneurship knowledge are the important considerations regarding the intention towards entrepreneurial activities [8]. [14], after conducting an empirical investigation considering a sample of 4192 information technology personals have

suggested that number of reasons such as less job satisfaction, absence of excellence bonuses and uncomplimentary job environment behind the decision of an individual to enter into entrepreneurship. Furthermore the study added that self-efficiency and innovative attitude reinforces the job to business linkage.

Personal belief in the line of motivation towards having own business or firm is the main factor which influence individual to think about entrepreneurial activities, whereas attitudes along with current status of an individual i.e. employed or unemployed are expected to affect the decision of entrepreneurship [17]. Colleagues and work fellows especially those who have been entrepreneur can have strong impression in perusing the individuals to start entrepreneurship and make them motivated. Furthermore peers also have strong inspiration upon the individuals having less exposure to the entrepreneurial activities [15].

## 3. RESEARCH METHODOLOGY

### 3.1. Research Question

1. How does the prior work experience relate to the entrepreneurship?
2. What other factors along with job experience provide motivations for entrepreneurial activity?

### 3.2. Research Paradigms

This study has followed Interpretivism school of thoughts since in this research, the researcher is personally involved in the research process either in the form of discussions with the participants i.e. interviews or the content analysis of the data obtained through interviews. Following Ontological assumption, the aim of this study is to understand the relationship of job experience and entrepreneurship in various industries in Lahore, Pakistan. Referring to the assumption of epistemology, this study has been conducted in a way to gain deeper knowledge study with having a stronger observations by getting the researcher (myself) closer to the subjects (participants) under consideration.

### 3.3. Sampling strategy

In this study, the executives/owners/ entrepreneurs of Lahore based firms/ companies that belong to various industries have been chosen as sample. Based upon the minimum criteria given by Bryman and Bell (2008), the sample size has been defined considering absolute sample size relevant to the objective of the study and various constraints i.e. time and cost.

### 3.4. Data Collection & Data Analysis Process

#### 3.4.1. Semi-Structured interviewing

Qualitative Interviews have been conducted from the selected firms' owners so that their views regarding the experience and entrepreneurship be taken for further consideration. These interviews were about 20 to 35 minutes long on average under flexible and open environment allowing the researcher to have in-depth analysis of the phenomenon.

#### 3.4.2. Data Analysis

After the data collection, interviews have further been treated for deeper analysis by using different qualitative techniques.

**3.5. Ethical considerations**

Ethical considerations are the key element of research process [11]. No ethical issues have been faced while conducting this study however full awareness has been secured in this case.

**3.5.1. Informed consent**

A consent form (containing the purpose of the study, use of the data acquired from the respondents and role of the researcher) have been given to each of the participants. They fully read and understood the use and purpose of the information obtained from them and have provided the full authorization regarding the usage and referencing the data.

**3.5.2. Confidentiality and anonymity**

The participants have been insured that the data/information obtained from them would not be misused. In addition to that it has been assured that the identity of the participants of the study would not be disclosed to any one and at any stage of the research.

**3.5.3. Withdrawal from the Study**

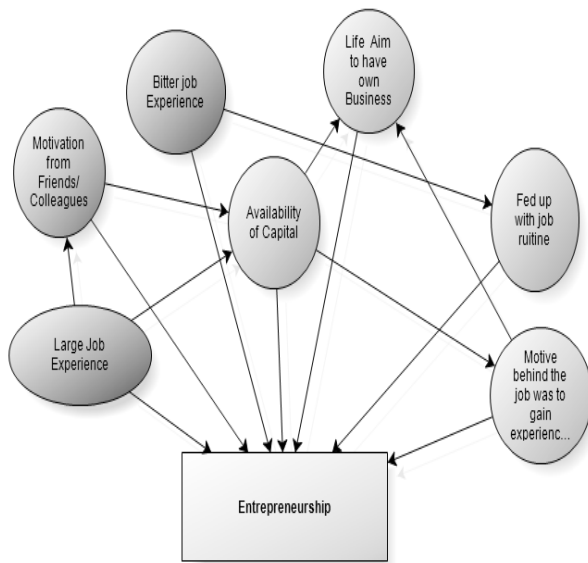
The participants had been given complete freedom to withdraw from the study at any time with no reasons and that their participation in the study is voluntary.

**3.6. Interview Instrument and Protocol**

The interviews were conducted personally one to one which is based on semi-structured interview strategy and the interview protocol was partially adapted. (Appendix-1).

**3.7. Model**

The Model of study is as under:



**4. FINDINGS**

**4.1. Participants**

The participants in this study consist of two attributes i.e. interviewer and interviewee. Since interviews are based on semi structure style of the interviews so interviewer himself is the facilitator while conducting interviews.

**4.2. Data Analysis Strategy**

Interview transcripts have been segmented into themes. The text has been divided into six themes nodes and their respective child nodes which are as follows:

**Table 1: Themes**

S.No.	Themes	Sub Themes
i)	Aim of job	to be a good employee but then motivated for business?
		the purpose of job has been to gain experience for business?
ii)	Getting help in starting business	Cooperation from family
		Getting Support from the friends or colleagues
iii)	Leaving job sector	Business/self- job priority
		Employers behavior
iv)	Need for job experience	It helps in running the business.
		It improves managerial skills.
v)	Relevance of Job Experience	The job has relevance to business.
vi)	Role of past work experience	Creates effective management skills
		Provides exposure to problem solving

**4.3 Data Analysis**

**4.3.1 Aim of job**

Aim to have job or employment experience prior to entrepreneurship may be whether to gain work experience prior to starting own business or only to establish oneself in the job market. In the former case, it might be an important factor to establish one’s own business after getting a handful of work experience and necessary capital. Most of the participants in this study have revealed that they have had strong motivation of having their own business in a particular field but that kind of business or entrepreneurship required handful of work experience. This was the reason that they had to spend few months or even few years as employee in an established firm.

*“My uncle asked me to work with him so I had an opportunity to work with a person who had been working in that field for the last 40 years to get a good experience. I worked with him even without salary and just to gain experience. He told me that if I could be able to get some experience in shop then I would definitely be able to get good results in my own business.” (K.S)*

In other cases, there can be another source of inspiration which could influence one’s decision regarding adoption of job field before having own business.

*“When I did my MBA, I studied business policies. My teacher Mr. A used to say, “now you are about 24 years old, you would get an opportunity either for job or for business but never start business at once but you should have some job experience in that particular field and then after getting*

*a handful of experience, you should start your own business and after ten years.” (I.M)*

Even though if someone has never thought of having own business or to be an entrepreneur before starting one's career and the objective was only to establish oneself in the job market, there are the cases that number of factors push one to take the step for entrepreneurship.

*“I have always very sincere to my job and the company I have been working for. I used to fight for the organization with the longest tenure of my job.” (H.N)*

The participants expressed that they had not ever thought of doing their own business before and even during the most part of the job tenure and their only aim has been to excel as an employee in the job world. They have had somehow a feeling in the back yard of their mind that they too can be a good employer or an entrepreneur yet they never thought of materialize their thought before.

#### **4.3.2 Getting help in starting business**

In order to start a new business or to be an entrepreneur, the motivational support and encouragement towards entrepreneurship offer solid ground in this regard. Getting Family members' moral as well as financial assistance can be the basis for establishment of one's business. It provides the assurance and insurance in a sense that in case of any collapse or hard time, somebody will be to share that depression period and no all doors be closed. Good suggestions and advices from family may also be very fruitful in this case.

*“My family, e specially my wife and my children helped me a lot and backed the decision I have taken regarding the business”. (A.H)*

Friends and colleagues cooperation and help play a major role in employment to entrepreneurship transformation. In many cases friends and colleagues offer suitable and feasible recommendations and guidance which strengthens the decision of adopting entrepreneurship. However the positive response rate, i.e. responses from colleagues and friends is quite mixed. Few of the participants have informed that they did get reasonable support from their friends and colleagues in order to take the first leap towards own business. They have added that their friends/colleagues have not only supported them to establish the business, but they have also got many initial business contracts with their assistance.

*“So one day when I informed one of my business relations that I had left the job and we won't have any further deal, regarding this particular company. He insisted that why not I myself should start doing my own setup of media firm.” (H.N)*

Contrary to the above response, one of the participants, according to him had been discouraged by their colleagues and clients from the last job. They had not gotten any kind of backing from them. In fact, they abandoned him at the time of need.

*“When I asked them for help for business, they turned a cold shoulder to me.” (I.M)*

Two of the subjects of the study have not mentioned any role of their friends and colleagues in establishing their business and in the period of transformation i.e. employment to entrepreneurship.

#### **4.3.3 Leaving the job sector**

The data obtained from the participants in the form of interview transcript show that many of the entrepreneurs have entered into the self-employment because they have had to leave their job because of the number of reasons. The most concerning causes are the employer's behavior and sick of employment routines. The too strict and in some way humiliating behavior, overburdened, long working hours and no additional rewards or perks, according to the participants, discourage the workers to serve as an employee and instigate them to start their own business or get themselves self-employed. One of the participants have exposed that his past employer used to feel a kind of insecurity from his own employees. Whenever he found that his employee had spent a long time in his organization and established himself very well and had become expensive in terms of remunerations, he used to look upon different excuses to fire him.

Even though, if the employees are working in satisfactory environment, getting all what they want to, spending a long time and giving services to the employers for years and years, they fed up from this routines and want to do something for themselves. So they leave the job sector and entered into the entrepreneurship.

*“One of the major reasons was that I thought that I have worked for twenty years for different organizations and different people as well. So the purpose of my doing a business was that what I was doing for the organizations, I can do it more for my own self. I can pass it on to that experience what I have gained.” (A.H)*

One of the entrepreneurs who was interviewed said that he left the employment for a very strong reason. According to him, he used to think about whatever they did for others for years, if he does it for himself, it would give him a much more reward.

#### **4.3.4 Need for prior work experience**

The next question raised before the participant entrepreneurs was about the need of prior work experience in successfully running a new entrepreneurial business, i.e. whether prior relevant job experience is necessary to start an entrepreneurial activity by enhancing the managerial skills or it has secondary level importance. All the participants who were interviewed have confirmed the strong role of prior work experience in their respective fields. In the line of their views, job experience before entering into entrepreneurship help at both levels, i.e. at managerial level and understanding the technicalities of the business. In fact, with having past experience, one can understand the issues and problems of the business, how to handle the issues, can develop better contacts with the clients, can better understand the workers' problems and manage the labor very well.

*“It helps you in that you can understand better the client's needs and you can also give them practical solutions because you have already worked in such a scenario or an environment so you can relate it and you can provide better services.” (A.A.H)*

Although no one is denying the importance of previous job experience in entrepreneurship and there is no short cut of experience, yet it is not much complementary since many of

the businesses have very well been established without having earlier work experience, one of the participants has expressed. He further added that the lack of prior work experience could be compensated by hiring qualified and experienced managers and labor, but it had been linked with the availability of enough capital.

#### 4.3.5 Relevance of work experience

After the affirmation of the essentiality of the previous employment experience, it is further needed to be discussed whether the experience should be relevant to the field chosen for entrepreneurial activities or the relevance of the experience is of no concern. Again, there is a mixed response from all the participants divided into three distinct views which are (a) entirely relevant experience is required, (b) work experience of little relevance is equally helpful and (c) relevance is not the requisite, only experience is needed. Number of participants have expressed that the absolutely relevant past experience is very much vital in establishing to the business one wishes to start because in this way one can understand all the pros and cons of business in all aspects e.g. managerial, technical and marketing departments.

*"I have tried two to three businesses, but ultimately I had to come back to this business. It was going side by side with other businesses. This business did not suffer, but other businesses suffered a lot because I had no experience in those businesses."* (M.I)

Another view about the relevance of the experience emphasizes the need of experience, but the extent of relevance is not a matter of concern. Even though little relevance is also very helpful in successfully running the business because the important things which one can learn from experience is the managerial skills and problem solving strategies, and these can be learned from any kind of work experience with small relevance.

*"I did a regular job for about one and half year and was partially linked to this field. That was somehow a very small link, but when I found interest in that field so I got myself involve to know about some technicalities about that business."* (M.K)

There are few participants who stressed that prior work experience was the pre-requisite but its relevance was not a matter of concern at all. They stated that experience is only required to have good know-how of running a business or an entrepreneurial activity, risk management and problem handling approaches.

*"I am man of finance and accounts and I don't know much about marketing but still I am doing my business successfully and earning a lot (by the grace of Allah). I do not know how my expenditures and income are being balanced automatically."* (H.N)

So from the above analysis, it has been revealed that the inevitability of prior employment experience can be denied to be a successful entrepreneur no matter how small is its and relevance to the preferred business area for entrepreneurship because almost all businesses have some commonalities which one can learn while performing in any sector.

#### 4.3.6 Role of past work experience

In what way is the past employment experience helpful in establishing a successful entrepreneurship is another area of concern. From the interview based discussions with all the participants, it has been exposed that there are two areas in which previous work know-how and experience can be quite useful are (a) management skills and (b) problem solving.

Majority of the participants admitted that having prior work experience, their management capabilities would have been much better and they are well-versed to handle all managerial issues related to employees, production, purchase and marketing.

*"Because I have an experience of about fifteen years in HR, so that is quite helpful in conducting my business, the business at the movement."* (A.H)

Few of the participants have also added that problems and issues they have faced in their entrepreneurial business have all been settled down with the help of the guidance acquired during their employment period.

*"For me ten to twelve years of job experience really helped me a lot. It helped me to deal with the problems which I could not have if I did not have the job experience. I just saw the world when I started the job. I went to UAE. I went to USA and then Denmark and saw what was going on in the surroundings."* (I.M)

#### 4.4 Summary

The finding, which have been presented above show a quite mix response from the participants upon the contribution of prior work experience in entrepreneurship. Considering the selected themes and sub themes, different views have been appearing from the interviews based discussion with the participants.

In table 2 below, the response frequency against the themes and their respective sub themes have been shown. It indicates that majority of the participants have favored this view that they have had joined employment sector just to gain experience to have their own business. Most of the participants have mentioned that they have got encouragement and cooperation from their friends and colleagues to take step for entrepreneurship when they left their jobs for any of the reasons such as employer's attitude, hectic work routine, biased performance appraisal system etc. Majority of the participants have stressed that prior work experience is much needed in running the business successfully and they have also emphasized that the previous work experience should must be related to the specific area or field or industry chosen for entrepreneurship. Three of the participants have accentuated that the role of past job experience is much helpful in enhancing effective management skills.

In table 3, it is shown that all the participants have stressed upon the necessity and importance of prior job experience for entrepreneurship although they have differences of opinion regarding the relevance and the length of the past experience. Number of them strongly argue that one should have quite relevant and large work experience but others have emphasized only upon the reasonable experience (say at least two years) and the relevance of the experience to the entrepreneurial business is of very little worth.

Few of the participants have acknowledged that they have had aim of doing a job has been just to gain work experience so that they could enter into entrepreneurial activities, whereas others have expressed that they never had not any prior objective of doing own business even during the employment, since they desired to be a good employee.

All except one have mentioned that in order to establish their

**Table 2 Response Frequency**

S. No.	Themes	Sub Themes	Participants in favor (Nos.)
i)	Aim of job	be a good employee but then motivated for business	2
		Was the aim to gain experience for business	4
ii)	Got help in starting business	cooperation from family	2
		supports from the friends or colleagues	3
iii)	Leaving job sector	business job priority	4
		employers behavior	1
iv)	Need for job experience	helpful in running the business	4
		improves managerial skills?	1
v)	Relevance of Job Experience	the job/work should be relevant to business?	5
vi)	Role of past work experience	effective management skills	3
		exposure to problem solving	2

businesses, they have got good support from their friends and previous colleagues regarding motivations, getting initial business contracts. The participants have expressed differentiating reasons why they had left the employment sector and what motivated them to transfer from employment to entrepreneurship. Two of them have stated that they had to leave the job sector because they were fed up with the irritating attitude of the employers and very hectic routine tasks of the job which they have been facing for years and years. All others have mentioned that their aim of life to be an entrepreneur after getting a handful of experience was a big reason of transformation of employment to entrepreneurship.

## 5. CONCLUSION

The study revolves around the two research questions which are a) how the prior work experience relates to the entrepreneurship, and b) what other factors along with job experience provide motivations for entrepreneurial activity. Prior work experience has always a motivational role for entrepreneurship. The study underlying has been conducted

quantitatively to explore how job experience impacts the decision entrepreneurship. For this purpose a sample of six entrepreneurship residing in (Lahore) Pakistan relating to different industries such as advertisement, media, paper products, optical products, education and human resources consultancy. Semi structured interviews have been conducted using one to one format. For data analysis, qualitative research software NVivo 10 has been used.

The findings of the study show that job experience has strong relation with entrepreneurship because prior work experience provide a solid base to start own business in term of management skills, problem solving techniques, know how about the labor issues and getting initial business contracts. The findings have further revealed that even though the experience is not fully relevant to the entrepreneurial field or industry, yet it is equally effective and helpful because of the commonalities among the businesses. The length of the experience, although more experience means more expertise, yet it varies from industries with a minimum of two years.

Along with the work experience, the findings have exposed other important factors (fig 1 shows) which provide inspirations for entrepreneurship such as the aim of the job, getting help in starting the business, reason of leaving the job, the need of the job experience, relevance of the job experience and role of the previous work experience in entering into entrepreneurship. The aim of the job includes whether the employee has always the aim to have his own business or he gets motivations with the passage of time because in the former case the chances of transformation from employment to entrepreneurship will be widened. Getting help in starting the business either from family members, friends or colleagues has also been found to be the other inevitable element which provides encouragement in terms of both moral and financial support to start an entrepreneurial activity.

Reasons for leaving the job sector, whether employer's attitude or job sickness or achieved the required level of experience for entrepreneurship is the second main reason of choosing to be an entrepreneur. The findings indicate that in most cases, the job sickness and employer's attitude, both are responsible for leaving the job sector and adoption of entrepreneurship. The need of the job experience in a particular field is another important contributor to start the business. The findings show if in a business area or field a good and handful of experience is always a pre-requisites to begin entrepreneurial activity. This can also play a very critical role in employment to entrepreneurship transformation. Relevance of work experience to the entrepreneurship is exposed to be another major element which confirms the relationship between

**Table 3: Summary of Data Analysis**

Particip-ants.	Themes					
	Aim of job	Got help in starting business	Leaving job sector	Need for prior work experience	Relevance of Job Experience	Role of past work experience
Mr. I.M	Only employment, no business	From friends, colleagues and family	fed up of the routine work	yes, necessary to have experience	Experience should be relevant	Much important role
Mr. K.S	to gain experience for own business	Motivation from friends	Have gained enough experience for own business	Necessary	Relevance is not a requisite	Vital role
Mr. M.K	Only employment, meanwhile motivated for business	Family motivation	motivated to Start own business	Necessary	Should be relevant up to some extent	Vital
Mr. M.I	To gain experience for entrepreneurship	From family	Always wanted to be an entrepreneur	Much necessary	Should be quite relevant	Vital
Mr. H.N	Be a good employee	From colleagues	Fed up of employer attitude	Quite necessary	Little relevance	Important
Mr. A.H	To establish as employee	No help from friend and colleagues	Motivated for own business after years of experience	Essential	Should be relevant	Imperative

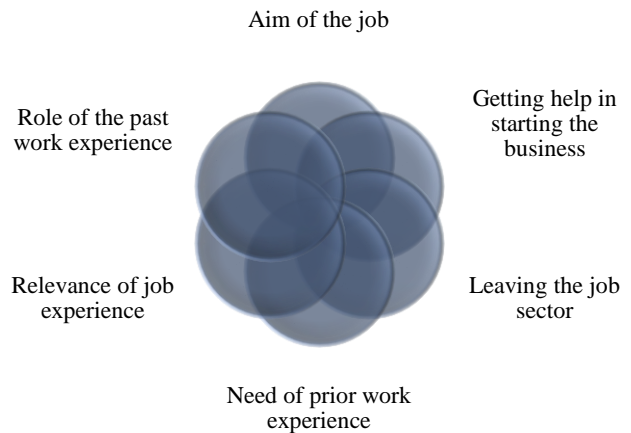
employment and entrepreneurship, according to the findings of the study. The findings suggest that the relevance of experience no matter what is the level of relevance is helpful in establishing the business. It has further been shown that the experience even with no such relevance has also been quite supportive in entrepreneurship.

The next significant factor in making a decision to choose to be an entrepreneur is the role of work experience in setting a new business. From the findings, it appeared that past job experience enhancing the decision making capabilities and risk management powers.

**Policy Implications and Future Recommendations**

The study has strong policy implications regarding employment and entrepreneurship relationship. It elaborates the decisive factors which help to understand the causes of transformation of employment to entrepreneurship, so helpful in manufacturing such policies which could enhance the entrepreneurial level in an economy.

For future recommendations, the study suggests a large sample size, covering some more industries of Lahore as well as other cities of the country which will further help to generalize the theoretical concept.



**Fig:1 Employment - Entrepreneurship**

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## APPENDIX

### 1. Interview Protocol

#### Questions for Semi-Structured Interview

Q.No. 1: Sir, Would you please tell me about yourself, your job experience and the business you are running?

Q.No. 2: Why did you choose this field for business i.e. Advertisement Industry?

Probing: Other industries such textile, fashion designing etc.

Q.No. 3: What are the basic requirements of this business?

Probing: Expertise, skills

Q.No. 4: What problems did you face when you start your business?

Probing: Regarding Management, handling market matters

Q.NO. 5: In what way did your job experience help you in your entrepreneurship?

Probing: taking initiative, understanding technicalities of the business

Q.No. 6: What kinds of hurdles or difficulties you might face if you did not have prior experience in this field?

Probing: Difficulties relating to running, looking after the other business matters

Q.No. 7: Is this an exciting experience? What made it so?

Probing: Good Earnings, reliable source of livelihood

Q.No. 8: What, according to you is the single most significant thing that was contributed to your entrepreneurship by your job experience?

Q.No. 9: Have you achieved the objective or goal you did set prior to the beginning of your business?

Probing: Status, Life Standards etc.

Q.No. 10: Where would you like to see your business after few years or what are your future goals?

Probing: Reputation, standard & market worth

**4.3.1 Node with coding**



**i) Aim of the job**

	<b>A : be a good employee but then motivated for business</b>	<b>B : Was the aim to gain experience for business</b>
1 : Amir A. Hameed	I had never in my mind about doing my own business. To be very honest with you. I only wanted to do the job.	
2 : Hammad Naqvi	I have always very sincere to my job and the company I have been working for. I used to fight for the organization with the longer tenure of my job.	
3 : Imran Malik		When I did my MBA, I studied business policies. My teacher Mr. Naqi used to say, “now you are about 24 years old, you would get an opportunity either for job or for business, but never start business at once, but you should have some job experience in that particular field and then after getting handful of experience, you should start your own business and after ten years,
4 : Khuram Shehzad		My uncle asked me to work with him so I had an opportunity to work with a person who had been working in that field for the last 40 years to get a good experience. I worked with him even without salary. He told me that if I could be able to get some experience in shop then I would definitely be able to get good results in my own business.
5 : Maqbool		I had not ever thought of doing my business during my employment, but I used to have a feeling in the backyard of my mind, thirst and motivation that I should have my own setup may be of any type. So whatever job I did
6 : Mazhar Iqbal		Basically, when I was a student, I wanted to be a teacher. When I joined a school, I had decided that I should open a school.

**i) Got help in starting business**

	<b>A : cooperation from family</b>	<b>B : supports from the friends or colleagues</b>
1 : Amir A. Hameed	my family, especially my wife and my children helped me a lot and backed the decision I have taken regarding the business.	In terms of my partners, yes, we help each other and the couple of contracts we have got are because of their contacts.
2 : Hammad Naqvi		I had very good relations with a few of the clients. So one day when I informed one of my business relations that I had left the job and we won't have any further dealings regarding this particular company. He insisted that why not I myself should start doing my own setup of media firm
3 : Imran Malik		When I asked them for help or for business, they turned a cold shoulder to me. There wasn't a straight forward no but their gesture shown that they would not help me. So in the start of my business, up to two years, that was a very crucial period and I was totally helpless. I did not get any help from any side not from my friends or colleagues.
4 : Khuram Shehzad		
5 : Maqbool		

<b>6 : Mazhar Iqbal</b>	I am running it alone. I also have good cooperation from my wife.	
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## iii) Leaving job sector

	<b>A : business job priority</b>	<b>B : employers behaviour</b>
<b>1 : Amir A. Hameed</b>	One of the major reasons was that I thought that I have worked for twenty years for different organizations and different peoples as well. So the purpose of my doing a business was that what I was doing for the organizations, I can do it more for my own self. I can pass it on to that experience what I have gained.	
<b>2 : Hammad Naqvi</b>		Whenever he finds that the employee has strengthened his position in the organization and has spent a long period in that organization, and he has been earning a big salary and other ruminations. He starts thinking about to replace that employee with a fresh or lower experience person on a salary two third or one third amount. Because of these things, I fed up from the job and I decided that I would open a vegetable shop instead of doing a job
<b>3 : Imran Malik</b>	After some time iu was thinking to switch. I was planning to move to Dawn newspaper. Then I realized that if I moved to somewhere else, I will do the same for the other organization. So why should not I do that for my own self. It might be a failure, but lets have a try. So after having fifteen years of job experience, I started my own business.	
<b>4 : Khuram Shehzad</b>		
<b>5 : Maqbool</b>	I myself also did a job to gain some experience and after having a thorough understanding, I started my business and thanks to Almighty Allah I have succeeded.	
<b>6 : Mazhar Iqbal</b>	When I joined a school, I had decided that I should open a school.	

## iv) Need for job

	<b>A : how does it help in running the business</b>	<b>B : how does it improve managerial skills</b>
<b>1 : Amir A. Hameed</b>	it helps you is that you can understand better the client's needs and you can also give them practical solutions because you have already worked in such a scenario or an environment so you can relate it and you can provide better services.	
<b>2 : Hammad Naqvi</b>		
<b>3 : Imran Malik</b>	When I started the business, I \thought I can do it because I am doing advertisement job, I know so many people, I know advertising people and they would help me in my business	

<b>4 : Khuram Shehzad</b>		The reason behind his success was the experience he gained during his job in that field. He knew how to operate the machine and he knew how to handle the workers, etc. If a person has not worked before at some other company as a worker, then how can he understand these things such as work shirking and cheats by the labor?
<b>5 : Maqbool</b>	I do not think one can do this without having prior job experience because I did not have any technical know how about this business because this kind of business have been involved in so many technicalities.	
<b>6 : Mazhar Iqbal</b>	I do not think that without experience, you can run any business properly. At least you should have some relevant experience and some knowledge about that particular business, so that you may start your business.	

v) Relevance of job experience

<b>A : should the job be relevant to the business</b>	
<b>1 : Amir A. Hameed</b>	The purpose I have started this business is because that I always wanted to do something which I knew. Since I knew this field, I have worked in this field so I thought it easy to get business in this field, and easy to add value to my clients.
<b>2 : Hammad Naqvi</b>	I am man of finance and accounts and I don't know much about marketing but still I am earning a lot (by the grace of Allah). I do not know how my expenditures and income are being balanced automatically.
<b>3 : Imran Malik</b>	
<b>4 : Khuram Shehzad</b>	People should come towards business, but I would suggest that they should first have prior working experience in the field they want to do business. Experience has no shortcut and what one can gain from experience cannot get elsewhere because it makes your roots or the base stronger (like a tree) and once the roots or the base is strong, then even a terrible storm cannot make you feel weaker.
<b>5 : Maqbool</b>	I did a regular job for about one and half year and was partially linked to this field. That was somehow a very small link, but when I found interest in that field so I got myself involve to know about some technicalities about that business.
<b>6 : Mazhar Iqbal</b>	I have tried two to three businesses, but ultimately I had to come back to school business. it was going side by side with other businesses. School did not suffer, but other businesses suffered a lot because I had no experience in those businesses.

vi) Role of past work experience

	<b>A : effective management skills</b>	<b>B : exposure to problem solving</b>
<b>1 : Amir A. Hameed</b>	Because I have an experience of about fifteen years in HR. so that is quite helpful in conducting my business, the business at the movement.	
<b>2 : Hammad Naqvi</b>	If I did not have previous job experience, and I had no links and if I would not knowledge about electronic and print media then how I would have run my business. My contacts and links which I developed during my job in media helped me a lot in getting business contracts for me at lesser rates.	
<b>3 : Imran Malik</b>		For me ten to twelve years of job experience really helped me e a lot. It helped me to deal with the problems which I could not have it if I did not have the job experience. I just saw the world when I started the job. I went to UAE. I went to USA and then Denmark and saw what was going on in the surroundings.

<b>4 : Khuram Shehzad</b>		
<b>5 : Maqbool</b>	I do not think that I could not be successful in running a business or even could not been start this business. I would have been doing something else. All what I have got from this business or what I have achieved is because of my job experience. Otherwise I did not have any information about this field.	
<b>6 : Mazhar Iqbal</b>		School management, including all policies. I was teaching before school because I did not have job experience. I was working as a vice principal with other person. So basically, I learned in job to experience to manage things.

**Word Tree Below**

Text Search Query - Results Preview

