

**DETERMINING THE ESSENTIAL TRAITS FOR SUCCESSFUL
RETAIL PHARMACISTS IN THE PORT ELIZABETH-UITENHAGE
METROPOLE**

BY

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Paper presented in partial fulfilment of the requirements for the Master's Degree in
Business Administration in the Faculty of Management at the Port Elizabeth Technikon

PROMOTER: Mr. T. S. Hutton

DATE: DECEMBER 2000

DECLARATION

"I, Graham Morrison Melamed, hereby declare that:

- the work in this paper is my own original work;
- all sources used or referred to have been documented and recognised; and
- this paper has not been previously submitted in full or partial fulfilment of the requirements for an equivalent or higher qualification at any other recognised educational institution."

Graham Morrison Melamed

Date

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ABSTRACT

The research problem addressed in this study was to determine whether successful retail pharmacists exhibited specific traits. To achieve this objective a theoretical schedule of

traits was developed, using relevant literature in which traits of entrepreneurs are described.

The theoretical list consisted of the possession of the following traits:

The need to achieve;

Confidence in their abilities;

The successful management of risk;

Creativity and the possession of vision;

The tendency/ability to view changes as opportunities;

Internal locus of control;

Leadership;

High level of motivation;

Tenacity;

Communication skills.

Each trait of the schedule was analysed using the literature identified during the literature study. The theoretical list was then used to develop a questionnaire to test the degree to which retail pharmacists in the Greater Port Elizabeth/Uitenhage Metropole concur.

The empirical results obtained indicate a strong concurrence with the theoretical list of traits of successful retail pharmacists that was developed in the study. This resulted in the theoretical schedule being confirmed and accepted as a list of traits possessed by successful retail pharmacists.

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CHAPTER 1

INTRODUCTION, PURPOSE AND IMPORTANCE OF STUDY

1.1 INTRODUCTION

The word "entrepreneur" is derived from the French “entreprendre” which means, “to undertake”. Dewhurst (1996: 96) describes the term as being first introduced by the French economist Cantillon, who considered the entrepreneur as the person who purchased “the means of production for combination into marketable products”.

Dewhurst (1996: 96) continues that the English economist, Adam Smith, considered the role of the entrepreneur as being only of minor significance in the economy. Entrepreneurs were thought to provide the necessary capital but did not play a leading or directing role. Adam Smith further thought that one person or even a group of people did not significantly affect a country's economy.

In the early part of the nineteenth century the Limited Liability Company started to appear in the economy of many countries, whilst towards the end of that century there began a growing separation of corporate ownership and management. The role of the entrepreneur was re-examined and a greater emphasis was placed on this position in the economy. This led to the conclusion that an entrepreneur can be judged by the fact that no business ever started itself (Dewhurst 1996: 97).

The French economist Jean Baptiste Say (Drucker 1985: 19) is of the opinion that the entrepreneur shifted the economic resources from an area of lower to an area of higher productivity and greater yield. This definition however did not determine who this entrepreneur was. Drucker (1985: 19) continues that in the United States of America entrepreneurs are often defined as, an individual who starts their own new and small business. In the 1980's the courses in entrepreneurship offered at American business schools were linear descendents of the courses in starting one's own small business that had been offered thirty years prior, with very little modification to the course material.

Thirty years after the end of World War Two, a wave of entrepreneurship swept across the United States of America. Lambing and Kuehl (1997:3) contend that two factors played an important part in this development. They were:

- Economic demands which were growing in significance;
- Social or cultural factors.

According to Lambing and Kuehl (1997:4) large organisations have been the most important source of economic stability for most nations and have provided abundant employment opportunities for individuals. Managers, unskilled workers, professionals and highly trained technicians all experienced the comfort of knowing that, with hard work and loyalty, a bright career future was possible which would lead to a secure retirement. From the 1980's however, there have been downsizing programs

implemented in most organisations that have resulted in massive layoffs and job security can no longer be ensured.

Lambing and Kuehl (1997:4) continue that the economy has developed to the point where a job is no longer considered to be the best way to accomplish the things needed to be done. It is further contended that jobs were a social invention, which provided the desired human needs and that allowed the industrial revolution to proceed. Jobs, as they are defined today, were not required prior to the industrial revolution. Therefore the former job requirements of the post-industrial society no longer exist. Today's technology allows the running of large production facilities with a minimum staff complement. "The plant of the future will have only two employees: a man and a dog. The man will be there to feed the dog and the dog will be there to see that the man doesn't touch the equipment."(Lambing and Kuehl, 1997: 5).

Could the husband and wife who opened another delicatessen store or another Mexican restaurant in America, whilst certainly taking a risk, be considered entrepreneurs? Drucker (1985: 19) was of the opinion that, as they were repeating a process that had been done many times before, they were not entrepreneurs. In truth all that they were doing was gambling on the increasing popularity of eating out. They had created neither a new satisfaction nor a new consumer demand. Thus, although theirs was a new venture, was it entrepreneurial?

The hamburger is an item, which could be produced by any decent American restaurant. McDonalds, by applying management concepts and management techniques (and thus was able to determine the value which was required by their customers), was able to standardise the product as well as design the process and tools necessary. Through training based on the analysis of the work done and using the results of the same, the standards it required, McDonald's simultaneously upgraded the yield from resources and created both a new market and a new customer. This, Drucker (1985: 19), considered as being entrepreneurship.

According to Manning (1997:15) an entrepreneur is not necessarily a risk-taker; successful entrepreneurs are usually cautious and conservative. However, they have guts and determination in order to realise their dreams. Entrepreneurs are systematic in their thought processes and methodical in their approach to problem solving.

The qualified pharmacist who enters the retail field as a proprietor sacrifices job security and in many cases risk life-time savings when they under take the retail pharmacy approach to entrepreneurship.

Du Toit (1980: 44) is of the opinion that an entrepreneur usually starts their own business because they are difficult employees. A single person normally runs a small business and it appears that one of the characteristics of the person who runs the single-person operation is the need to be in control.

This study analyses the traits shown by retail pharmacists and researches their role in business creation and development.

1.2 STATEMENT OF THE PROBLEM

New pharmacists entering community pharmacy discovers that they are expected to demonstrate a broad range of skills and knowledge, many of which are in addition to any previous experience that may have been gained as an intern or as an employee. Beare (1995: 12) states that these additional skills might be as follows:

- A reasonable level of business ability or sense;
- The ability to be able to work on own initiative and the self-discipline to work effectively without allowing exterior factors to be disruptive;
- The inter-personal skills required to deal with people from all spectrums of society;
- The use of the specialist professional skills of a pharmacist obtained in order to render a superior service to the community.

The Pharmacy Act No. 53 of 1974, hereafter referred to as The Act, defines a community pharmacy as “a pharmacy wherein or from which some or all of the services of a pharmacy are provided to the general public or any defined group of the general public, but excludes an institutional pharmacy.” The Act further defines the actions that are part of a pharmacist’s duties. Amongst these duties are:

- Evaluation of the patient's medicine with respect to the indications, the safety and the effectiveness of the therapy;
- Dispensing medicines according to the requirements of an authorised prescriber;
- Advising and informing the patient with regard to the use of the medicine;
- Ensuring patient compliance with the therapy and taking follow up action that is required to ensure that the patient's needs are satisfied;
- To provide pharmacist initiated therapy when required;
- Purchasing, acquiring, keeping, possessing, using, supplying or selling of any medicine or scheduled substance;
- The supervision and management of a pharmacy.

The Act states in regulation 15 of Chapter Four that “Every person who complies with the requirements in regulation 14 shall be registered as a pharmacist and issued with a registration certificate by the registrar.”

This leads to the main problem:

What traits do pharmacists need to possess in order to operate their own successful retail pharmacy?

1.2.1 SUB-PROBLEMS

In order to develop a research strategy to deal with and solve the main problem, the following sub-problems have been identified:

1. What traits does the literature study reveal are central to being a successful entrepreneur?
2. What are the traits that practising retail pharmacists believe to be essential to be successful in retail pharmacy?

1.3 SCOPE OF THE STUDY

In order to ensure that the research project is of a manageable size, it has been found necessary to demarcate the research to the said area. By doing so it does not imply that research on the same topic is not needed in other regions of the country or in different business sectors.

1.4 GEOGRAPHIC LOCATION OF THE PHARMACIES TO BE RESEARCHED

In order to make the size of the research manageable, the scope of this paper will be limited to the independently owned and managed pharmacies in the Greater Port Elizabeth /Uitenhage Metropole. The boundaries of this metropole stretch from the

Sundays River to the north of Uitenhage up to the Van Stadens River Mouth and will incorporate seven existing local authorities. (Port Elizabeth City Council Circular 2000).

1.5 DEFINITION OF KEY CONCEPTS AND TERMS

In order to give the reader an insight into certain terms they are defined below:

1.5.1 TRAITS

Onions (1970: 2228) defines a trait as a distinguishing feature or quality possessed by an individual. Timmons (1999: 213) compares a trait to the employment of specific mental attitudes and actions in a definite manner, which is able to stimulate, motivate and emphasize the kind of vigor and entrepreneurial culture whose self-fulfilling prediction is victory.

Schneider (1976: 132) remarked that a trait is a perceived relationship on linguistic similarities that people experience in others. For example, people might see generous persons as being happy, therefore they see happiness as being a trait of most generous people. Traits are viewed as perceptions in the eye of the perceiver. Muchinsky (1993: 365) inferred that traits may be seen as physical features as well as personality characteristics and are based on some external attribute through subjective judgment.

1.5.2 ENTREPRENEUR

The definition and the understanding of entrepreneurship has been a source of much research by many authors and scholars over many years. Fox and Maas (1997: 10) define an entrepreneur as an individual who is able to determine an opportunity and to utilise it for their own and the internal and external environments' benefit.

The terminology and the awareness of entrepreneurship have also been much researched and discussed for an extended period of time. Barrow (1993: 14) cites an author who, after interviewing 400 successful entrepreneurs, came up with the following thumbnail sketch of the characteristics of a successful entrepreneur:

- 27-33 years old;
- Heterosexual male (95%);
- Simple hairstyle and frequently bearded;
- Wear casual comfortable clothes and no jewellery;
- Enjoy excellent health, no excesses such as smoking or drinking;
- 65% divorced 35% still with first wife, no bachelors;
- Live in urban areas (majority);
- Middle-class backgrounds and good communication skills (majority);
- Drive a European car of the largely maintenance-free variety (80%);
- Vote Labour/Liberal/Alliance (80%).

Barrow (1993: 14) continues that it would not be difficult to develop a different perspective if 400 other entrepreneurs had been interviewed. He was further of the opinion that most people equate entrepreneurship with either new or small businesses. They literally translate the term into that of an 'owner-manager'. They thus distinguish the 'boss' who also owns the business from the professional who is hired to manage it.

1.5.3 ENTREPRENEURSHIP

Timmons (1999: 27) in "Demystifying Entrepreneurship" is of the opinion that it is a way of thinking, reasoning and acting that is opportunity-obsessed, holistic in approach and leadership-balanced. Entrepreneurship further results in the creation, enhancement, realisation and renewal of value, which is not only for the owners, but also for all that participate in the venture and for the stakeholders. Central to the process is the recognition and creation of opportunities, which give rise to the will and initiative to seize these chances. There has to be a willingness to risk both personal and financial resources, but in a calculated manner to ensure that the odds are in the favour of the entrepreneur. Thus risks are balanced against possible rewards.

Timmons (1999: 27) remarks that today, the evolution of entrepreneurship has progressed beyond the classic start-up notion to include organisations and companies of all types, irrespective of the stage of development. Entrepreneurship can either succeed or fail to occur in both new and old firms; in large and small firms; in either fast or slow growing enterprises; and is irrespective of which sector of the economy is involved, be it private,

public or not-for-profit; it is not dependent on the geographical position, the country's stage of development or its politics.

Norton (1988: 105) attaches three possible meanings to the concept of entrepreneurship:

- An entrepreneur is a specialist in exploiting opportunities for profit;
- An entrepreneur specialises in bearing residual risk;
- An entrepreneur is a monitor whose principal duty is to assure that all hired factors of the enterprise provide their expected level of service in order to minimise shirking.

1.6 RESEARCH METHODOLOGY

In order to achieve the objectives of the study, both primary and secondary sources of information will be used.

The necessary information regarding traits, skills and knowledge of successful entrepreneurs will be gleaned from a literature study. As far as possible, only recent publications will be researched. However, in some cases, older texts will be used to source and back up certain information. For the purpose of determining the traits and competencies that retail pharmacists regard as the most critical, a questionnaire will be developed in order to support or reject the propositions set out in the text. This questionnaire will be sent to all independent retail pharmacists within the selected geographical area.

1.7 IMPORTANCE OF THE STUDY

In South Africa the small business sector constitutes a large portion of the economy. Approximately 98% of all retail businesses in South Africa can be classified as small businesses and these businesses contribute about 70% of the total retail sales of the country (Kroon and Moolman, 1991:143).

Manuel (1995: 3) stated “since the elections of April 1994 the issues of economic empowerment and growth have been placed high on the agenda of the Government of National Unity of South Africa. With millions of South Africans unemployed and underemployed, the government has no option but to give its full attention to the fundamental task of job creation and generating sustainable and equitable growth”. In addition small, medium and micro-enterprises (SMME) represented a vehicle by which the challenges of job creation, economic growth and equity in this country could be fulfilled. It was his contention that throughout the world SMME are playing a role in absorbing labour, establishing new markets and generally expanding economies in creative and innovative ways. He was of the view that – with the appropriate enabling environment - SMME in South Africa could follow the above examples and make a contribution to the local economy. The stimulation of SMME should be seen as part of an integrated strategy to take our economy onto a higher road - one in which our economy would be diversified, productivity enhanced and investment stimulated and as a result entrepreneurship would flourish.

A matter of concern attracting worldwide attention is the failure rate amongst these businesses during the first years of their establishment. Timmons (1999:32) expresses the view that for the vast majority of new businesses, the odds of survival are not good. The Small Business Administration (1992:128) reported that two out of three new businesses formed, close their doors. Timmons (1999:33) further goes on to describe a certain level of failure as part of “creative self-destruction”. It is viewed as part of the dynamics of innovation and economic renewal. This is a process that requires both births and deaths. Of importance is the fact that this is part of the learning process, which made up the entrepreneurial apprenticeship. Although the exact figures for failures in South Africa are not available due to an absence of reliable data, Alberts (2000:1) quotes an official of the National Business Initiative, stating that nine out of the ten micro and small businesses that start up, close within 12 months.

The South African economy continues to depict a continuing grim outlook for those leaving school. The Human Sciences Research Council (2000:8) stated that the labour force is currently expanding at a rate of three per cent annually. However, employment growth is negative and it was estimated that only one in 30 prospective new entrants into the labour market would actually find employment in the formal sector. South Africa was creating less than 50 000 jobs in the formal sector per annum; this was despite an assumed average annual growth in output of 2.7%. In the 1996 South African census, 9% of the workforce was self-employed. This represented a 15% growth in self-employment since the 1991 census. Of these entrepreneurs, 45% were employers who had created work for others.

The increasing population of South Africa is placing a burden on the economy with the need to provide escalating health facilities for the populace. The lack of pharmacies in the high-density population areas has presented the opportunity for entrepreneurial pharmacists to pursue the prospect of establishing such enterprises. Pharmacy will, in some small way, be able to help reduce the ever-increasing unemployment rate. A pharmacy is generally classified as a small business. Since small to medium enterprises are generally the greatest employers in the South African economy. Pharmacy will thus continue to aid the country's economy. These new pharmacies will have to be staffed by persons displaying traits necessary for a successful retail pharmacist in order for the venture to succeed.

1.8 PLAN OF THE STUDY

The study comprises 5 chapters to be set as follows:

Chapter 1

An explanation of the concepts to be used in the study will be provided. A statement of the problem and sub-problems and the unfolding of the objectives, importance and scope of the study will follow this. A description of the methodology of the research and the study plan will conclude the chapter.

- Chapter 2** From a study of the relevant literature, develop a list of the traits, which are deemed to be necessary for a successful entrepreneur.
- Chapter 3** A presentation of various theories and schools of thought that are entertained when viewing the concepts of the entrepreneur and entrepreneurship in general.
- Chapter 4** The design of the empirical study will be described. A discussion of the results will follow, together with tables of the relevant data
- Chapter 5** The findings from the survey will be integrated with the literature study in order to finalise the list of traits, which are viewed as necessary for a retail pharmacist to be successful.

1.9 SUMMARY

This chapter presented a description of the concepts to be used in the study. A statement of the problem and sub-problems together with a discussion of the objectives, importance and scope of the study was formulated. A description of the methodology of the research and the study plan concluded the chapter.

Chapter 2 is a discussion of the theories on the traits of successful entrepreneurs and from this, a list of the traits required will be proposed.

CHAPTER TWO

AN ANALYSIS OF A LIST OF THE TRAITS NECESSARY FOR A SUCCESSFUL ENTREPRENEUR

2.1 INTRODUCTION

Timmons (1999: 27) believes that the entrepreneurial leader should possess the characteristics to be able to inject imagination, motivation, commitment, passion, tenacity, integrity, teamwork and vision. He maintains that when they face dilemmas they are able to make decisions despite ambiguity and contradictions. Timmons (1999: 28) continues that rarely is entrepreneurship a get-rich-quick situation; rather, it is a process of building, with continual renewal, which results in long-term value and a durable cash flow. In this chapter, traits of successful entrepreneurs will be analysed by author and a theoretical list of traits will be developed from these authors.

2.2 LAMING AND KUEHL'S TRAITS FOR SUCCESSFUL ENTREPRENEURS

Apart from the traits of being a pharmacist, Laming and Kuehl (1997: 12) suggest that the pharmacist will have to exhibit the traits of a successful entrepreneur namely:

- **A passion for the Business:** An entrepreneur needs to have a heart for the business, as there will be many hurdles and obstacles to overcome. If they do not have a passion for the business, it will not succeed.

- **Tenacity Despite Failure:** The entrepreneur must be tenacious in order to overcome the hurdles and obstacles that need to be overcome in order to succeed. Many successful entrepreneurs see failures as learning experiences.

- **Confidence:** Entrepreneurs need to have confidence in their abilities and, in particular, believe in their ability to accomplish their objectives.

- **Self-determination:** Authorities on entrepreneurship recognise the importance of self-determination and self-motivation in order to achieve success.

- **Management of Risk:** Generally public opinion is that entrepreneurs take high risks. This is not true. Entrepreneurs see risk differently to others due to their detailed knowledge of their industry. This, according to Lambing and Kuehl (1997: 12), is seen as risks that are carefully calculated manoeuvres as opposed to random acts.

- **Changes are Opportunities:** Change is generally felt by the populace to be frightening and to be avoided if possible. Entrepreneurs view change as both necessary and normal. By exploiting change, the basis for innovation is established.

- **A tolerance for Ambiguity:** An entrepreneur has an existence that is very unstructured with no step-by-step process to follow in order to achieve success. In addition there is no guarantee of success.

- **Initiative and a Need for Achievement:** Successful entrepreneurs take the initiative where others may be reluctant to do so. Their high need for achievement leads them to act on their ideas and this need is motivation alone to achieve results from their accomplishments.

- **Detail-Orientation and Perfectionism:** Entrepreneurs often strive for excellence. This is a trait that results in the attention to detail required in producing a quality product or service. This perfectionism is often a source of frustration for employees who may not share the entrepreneur's high need for perfection.

- **Perception of Passing Time:** Many entrepreneurs are aware that time is passing quickly and, as a result, often seem impatient to achieve the end product.

- **Creativity:** Success is often a result of entrepreneurs' ability to envisage alternative scenarios, often identifying opportunities that others fail to see. Successful entrepreneurs have an insight into what the customer wants and often have the ability to identify this want before the customer does.

- **The Big Picture:** Successful entrepreneurs have the ability to see the big picture when others only see constituent parts. They are able to scan the environment and evaluate it in order to formulate a bigger picture of the business activity as a greater whole.

2.5 BOWLER AND DAWOOD'S CHARACTERISTICS FOR SUCCESSFUL ENTREPRENEURS

Bowler and Dawood (1996: 2) state that there are no stereotypes for an entrepreneur; however, entrepreneurs have demonstrated the following characteristics:

- The fortitude or courage to continue despite challenges and obstacles;
- The ability to cope in a dynamic environment;
- The willingness to take risks when most other individuals hesitate;
- The ability to identify business opportunities that cannot be seen by others.

Bowler and Dawood (1996: 3) identified six misconceptions about entrepreneurs. These are:

- **Entrepreneurs are doers, not thinkers:** This is not true as, although entrepreneurs have a tendency towards action, they definitely think and plan their strategies.

- **Entrepreneurs are born, not made:** Research has found that entrepreneurial characteristics are not inborn.

- **Entrepreneurs are inventors:** Many entrepreneurs are indeed inventors, however, most entrepreneurs partake in other profit-making activities.

- **Entrepreneurs are academic underachievers:** Most studies on traditional business education had been slanted towards corporate business and not small business. Those involved in small businesses are more likely to specialise in his or her related field.
- **All a person needs to succeed is luck:** However, luck is enhanced through preparation to meet the opportunity.
- **Entrepreneurs strike success in their first business venture:** This is not true as many entrepreneurs experience a number of minor successes before they ultimately become successful.

2.4 FOX AND MAAS'S CENTRAL CHARACTERISTICS OF SUCCESSFUL ENTREPRENEURS

Fox and Maas (1997: 12) state that the following characteristics have been identified as central to successful entrepreneurs:

- **Motivation:** People with high levels of motivation are those who are most likely to succeed as they overcome obstacles, maintain high standards and attempt to surpass others through performance-orientated goals. Performance and success are pursued for the feeling of personal achievement as opposed to either reputation or social identification. One of the most outstanding traits of the entrepreneur is the need to achieve. McClelland (1985: 254) found that despite the cultural differences between

successful scientists, sports-stars, politicians and managers of large companies, there was a relationship between the need to succeed and entrepreneurship. There was also an improvement in the entrepreneur's performance after undergoing training in the field of achievement.

- **Drive, perseverance and energy:** These three characteristics are closely linked with motivation. They appear to be indistinguishable, but they all contribute to a positive personal orientation. Drive is the quality that individuals possess to enable them to work the long hours needed to overcome obstacles such as internal and external obstacles and fatigue. This high level of drive has been determined as to be indispensable for entrepreneurship.

- **Role orientation and purposiveness:** Entrepreneurs set specific goals for themselves that are in line with their objectives and not the problems they encounter on a daily basis. The objectives and direction of successful entrepreneurs assist in determining priorities and methods of performance measurement according to Fox and Maas (1997: 12).

- **Time perspective:** Time is a valuable commodity to entrepreneurs and as such they regard it as extremely valuable. Tasks are thus future-oriented and finalised without procrastination or self-doubt.

- **Internal locus of control:** Internal locus of control is the belief in one's own

abilities, not without making mistakes but within one's own limitations. Mistakes are seen as learning experiences and a successful entrepreneur is unlikely to repeat the mistake in the future. Those with an external locus of control believe that they are victims of fate. They believe that circumstances beyond their control are responsible for either positive or negative circumstances.

- **Handling uncertainty:** Entrepreneurs operate in an uncertain environment. Their drive towards an end goal assists them when making decisions during periods of uncertainty.

- **Risk taking:** Common opinion is that entrepreneurs are gamblers. They are, in fact, not gamblers and make decisions based on qualification of the risk involved in starting a new project. There is also the psychological risk involved when decisions are required since failure could result in the loss of self-assurance and future motivation. The entrepreneur's reputation is also at risk according to Fox and Maas (1997: 14).

- **Confidence and self-image:** Research has shown that generally entrepreneurs have a high self-image. This is directly related to self-confidence as self-confidence combines with a number of other characteristics to result in self-image.

- **Creativity, innovative ability and vision:** This is directly related to the self-image of the person, their ability to have creative thoughts and the innovative qualities that are possessed when creating new enterprises. Training has been found to stimulate

creativity, innovative ability and vision. Fox and Maas (1997: 14) state that the ability for foresight, is termed vision and is that innate leadership quality that is present, which is both appealing and daring and which is infectious. A focal point is established and acts as motivation for the entire entrepreneurial team when the entrepreneur has an artistic and precisely defined vision.

- **Ethics and integrity:** Successful entrepreneurs build their careers based on high ethical standards. This is due to the fact that integrity and reliability are some of the most important factors contributing to long-term success in entrepreneurial organisations.

- **Holistic approach:** An entrepreneur must be able to understand the effect of one event on the other elements of their business. The basis for this approach lies in sound conceptual skills.

- **Value system:** This is the ability to be more realistic about their own capabilities and objectives than others. Entrepreneurs are more prone to seek the advice of an expert than that of either family or friends. This is because they have the contacts required to exploit an opportunity. Networking is an important facet of an entrepreneur's life-style, since they would rather exploit an occasion than control resources. Optimism in uncertainty as well as belief in their own capabilities are factors, which lead entrepreneurs to success.

2.6 TIMMONS' SIX DOMINANT THEMES OF ENTREPRENEURSHIP

Figure 2.1: Six Themes- Desirable and Acquirable Attitudes and Behaviours

Theme	Attitude or Behaviour
Commitment and Determination	Tenacity and decisiveness, able to decommit/commit quickly Discipline Persistence in solving problems Willingness to undertake personal sacrifice Total Immersion
Leadership	Self-starter; high standards but not perfectionist Team builder and hero maker: inspires others Treat others as you want to be treated Share the wealth with all the people who helped to create it Integrity and reliability: builder of trust; practices fairness Not a lone wolf Superior learner and teacher Patience and urgency
Opportunity Obsession	Having intimate knowledge of customer's needs Market driven Obsessed with value creation and enhancement
Tolerance of Risk, Ambiguity, and Uncertainty	Calculated risk taker Risk minimiser Risk sharer Manages paradoxes and contradictions Tolerance of uncertainty and lack of structure Tolerance of stress and conflict Ability to resolve problems and integrate solutions
Creativity, Self-reliance, and Ability to Adapt	Nonconventional, open minded, lateral thinker Restlessness with status quo Ability to adapt and change; creative problem solver Ability to learn quickly Lack of fear of failure Ability to conceptualise and helicopter mind
Motivation to Excel	Goal-and-results orientation; high but realistic goals Drive to achieve and grow Low need for status and power Interpersonally supporting (versus competitive) Awareness of weakness and strengths Having a perspective and sense of humour

Source: Adapted from Timmons (1999: 221)

Timmons (1999: 220) determined from a consensus of members of the Babson College's Academy of Distinguished Entrepreneurs that there are six dominant themes in the desirable and acquirable attitudes and behaviours for an entrepreneur. These are shown in Figure 2.1 above and discussed below:

- **Commitment and determination:** These two factors were considered the most important of all the factors examined. An entrepreneur can overcome incredible obstacles and be able to compensate enormously for other weaknesses if there is commitment and determination. Carl Sontheimer, president and founder of Cuisinarts, Inc., is quoted in Timmons (1999: 220) as saying, "Entrepreneurs come in all flavours, personalities, degrees of ethics, but one thing they have in common is they never give up." Franklin P. Purdue, president of Purdue Farms, Inc., is quoted in the same text as saying that nothing, absolutely nothing, replaces the willingness to work. From this it can be seen that all entrepreneurial ventures require total commitment since, almost without exception, entrepreneurs live under constant pressure.

This applies not only initially for the survival of the venture during the start-up phase but also for the perpetual growth of the enterprise firm. The new venture demands the highest priority from the entrepreneur's time, emotions and loyalty. The commitment and determination required is of a personal nature. The measurement of the entrepreneur's commitment is achieved by ascertaining the degree of willingness to invest a considerable portion of their net worth in the venture.

This might be achieved by being subjected to a cut in pay, major sacrifices in lifestyle and family circumstances. Timmons (1999: 220) is of the opinion that successful entrepreneurs who build new enterprises have the ability to overcome hurdles, solve problems and complete the assignment. They possess the characteristics of being disciplined, tenacious and persist in problem solving as well as the performance of other tasks. There is the ability to either commit or disengage rapidly. Difficult situations are not intimidating, to the contrary, they are of the opinion that the impossible just takes a little longer. An important factor is that they are neither aimless nor foolhardy in their relentless attack on a problem or obstacle that might be detrimental to their business. If it can be proven conclusively that a task is unsolvable, an entrepreneur will disengage before others. Although persistent, entrepreneurs are realistic in recognising their abilities and will obtain help to solve a very difficult but necessary task.

- **Leadership:** Successful entrepreneurs are experienced; this will include having an intimate knowledge of the technology prevalent in their environment as well as within the marketplace wherein they operate. They will have well developed management skills, together with a proven track record. As self-starters they will possess a high level of internal locus of control. Amongst the features of their leadership are their patience, the capability of installing tangible visions and the managing for the longer haul. At the same time as being a teacher, the entrepreneur is a learner and a doer whilst also being a visionary.

- **Opportunity obsession:** Opportunity is the obsession of the successful entrepreneur.

They are orientated to the goal of executing and pursuing the goal of accumulating resources. There is total immersion in the opportunity whilst still being discriminating, for at the same time they realise that ideas are plentiful. They are intimately familiar with their industries, customers and competitors. This obsession with opportunity is the guiding hand in the matter of how the entrepreneur deals with important issues. Timmons (1999: 223) points out that combination of the Chinese characters for crisis and problem means opportunity.

- **Tolerance of risk, ambiguity and uncertainty:** With the high rates of change and levels of risk, it is an accepted factor that there will be a high degree of ambiguity and uncertainty. It is the manner in which these people are able to manage the paradoxes and contradictions associated with this risk, ambiguity and uncertainty that produce the successful entrepreneur.

Apart from money, the entrepreneur risks their own reputation. Therefore, the successful entrepreneur is not a gambler; rather they take calculated risks. Timmons (1999: 223) equates this risk with that of a parachutist. Prior to jumping from an aeroplane the skydiver will calculate the risk involved and do everything possible to ensure that the odds are in their favour. In order to spread the risk, they get others involved in order to share the inherent financial and business risk. Both partners and investors have financial considerations and reputations at stake when they join with the entrepreneur. The creditors and customers who advance payment, together with the supplier who provides the credit, are at risk.

According to Timmons (1999: 223) entrepreneurs are comfortable with conflict and are able to tolerate ambiguity and uncertainty. As opposed to a person working for a large conglomerate where their salary is guaranteed for the next several months, the start-up entrepreneur will face the exact opposite situation. There might be no income for several months in addition to the aggravating factor of the lack of organisation, structure and way of life. Every part of the enterprise is subjected to constant change, which introduces ambiguity and stress. There is no definition of jobs since their scope is continually changing. Both customers and co-workers are new and there is the inevitability of setbacks and surprises. There never seems to be enough time. Whilst maximising the good higher performance, which is due to the results of stress, they are able to minimise the negative reactions, which are the results of exhaustion and frustration.

- **Creativity, self-reliance and ability to adapt:** With the high levels of uncertainty and the very rapid rates of change that occur in new venture formation, an organisation that can respond quickly and effectively is required. The belief in themselves is, according to Timmons (1999: 221), a characteristic of the successful entrepreneur. Any accomplishment or setback is within their own control and sphere of influence and they can ultimately affect the outcome. They possess the “helicopter mind” and are able to visualize panoramically from above and are able to view the problem dispassionately. They are always dissatisfied with the existing conditions and are restless initiators. Effective entrepreneurs actively seek and take initiative. Willingly they place themselves in situations where they are personally responsible for the success or failure of the project. Where no leadership exists they will fill the vacuum. They like situations where

the personal impact on problems can be measured. Within the context of the free market economy, the entrepreneur has historically been seen as an independent and highly self-reliant innovator and champion of the cause. Occasionally they have also been viewed as a villain. Successful entrepreneurs are adaptive, resilient and possess an insatiable desire to know how well they are performing. In order to determine how well they are doing and what is required to improve their performance, the entrepreneur will actively seek out and utilise feedback. This search and utilisation of feedback is central to the habit of learning from mistakes and setbacks and of being able to react to the unexpected. They are often described as excellent listeners and quick learners.

Rather than the fear of failure, entrepreneurs are rather more intent on succeeding since they view success as being able to cover a multitude of blunders. The fear of failure, in the non-entrepreneurial mind is a factor, which will neutralise whatever achievement motivation they possess. It is this category of people who will engage in an easy task where there is little chance of failure or will attempt a difficult task if they are not held personally responsible if they do not succeed. Timmons (1999: 221) infers that the successful entrepreneur has the ability to utilise the failure experienced as a means of learning. They learn by being able to understand their own actions, the role-played by themselves as well as that played by others in the causing of the failure and how to avoid a similar situation or problem in the future. It is these successes and failures, which are an integral part of the learning process of the entrepreneur.

- **Motivation to excel:** Successful entrepreneurs have internal motivation to excel. This

internal motivation appears to drive the entrepreneurs who are self-starters to compete against their own self-imposed standards and thus to pursue and attain challenging goals. Although there is this high motivation to excel, these entrepreneurs do not possess a high need for power and status. The personal motivation is from challenge and excitement of creating and building enterprises. Achievement is what is required to quench their thirst, rather than status or power. It is an ironical fact, however, that should their achievements be successful, power and status are gained as a result of their activities.

By means of setting high but attainable goals, entrepreneurs are able to focus their energies, they are able to be selective in determining the priorities when presented with opportunities and they know when to decline an opportunity that they do not deem viable. The possession of goals and directions helps to define priorities and provides a measure of how well the entrepreneur is performing. It provides an objective way of keeping score, such as changes in profits, sales or stock prices. Money is thus considered as a tool and a means of keeping score, rather than the object of the game.

Timmons (1999: 223) asserts that the successful entrepreneur insists on the greatest personal standard of integrity and reliability. They are true to their word by ensuring that they do what they say and are deeply involved in their project. The high personal standards, which they set, are the glue and fibre that bind successful personal and business relationships.

The best entrepreneurs have a keen awareness of their own strengths and weaknesses and also of those of their partners as well as of the competition and other environments surrounding and influencing them. They are coldly realistic about what they can and cannot do and carry no delusion about themselves but, however, have a great belief in their own ability. Fate, luck or other external forces do not, in their view, govern the success or failure of a venture. It is by personal intervention that the outcome can be influenced. This attribute is also consistent with achievement motivation, which is the desire to take personal responsibility for the venture and exercise their self-confidence.

Other valuable entrepreneurial traits are a sense of perspective and a sense of humour. It is the ability to maintain a sense of perspective and to be aware of both their strengths and weaknesses that makes it possible for an entrepreneur to laugh and hereby ease tensions. A sense of humour also frequently succeeds in getting a formerly unfavourable situation set in a more profitable direction.

2.6 SCHOOLS OF THOUGHT ON ENTREPRENEURSHIP

Cunningham and Lischeron (1991: 45-61) have categorised six schools of thought as regards to entrepreneurship according to various approaches and beliefs:

- **The "Great Person " School of Entrepreneurship:** Followers of this school support the idea that the successful entrepreneur is one with inborn abilities and traits such as intuition, vigour, energy, persistence and self-esteem.

- **The Psychological Characteristics School of Entrepreneurship:** Supporters of this approach regard the entrepreneur as one driven by a set of unique personal values, possessing a high need for achievement and with a special attitude towards the taking of risks.
- **The Classical School of Entrepreneurship:** Central to the characteristics of entrepreneurial behaviour is innovativeness, creativity and discovery, with the critical aspect of entrepreneurship as being in the process of doing rather than owning.
- **The Management School of Entrepreneurship:** The devotees of this approach believe that entrepreneurs are people possessing the acquirable skills of planning, organising and managing business ownership and risk taking.
- **The Leadership School of Entrepreneurship:** Supporters of this approach regard the entrepreneur as one with the ability to motivate, direct and lead other people. They are also able to achieve their objectives through the positive reactions of those around them.
- **The Intrapreneurship School of Entrepreneurship:** The Intrapreneur is seen as an alert and innovative employee who possesses and utilises entrepreneurial skills and attributes within an organisation in order to develop new and/or improved products, markets and methods to further the goals and objectives of the organisation.

2.7 TYPES OF ENTREPRENEURSHIP

Milner (1996: 4) is of the opinion that there are four distinct types of entrepreneurs namely:

- **The Personal Achiever:** This describes the classic entrepreneur who spends long hours at work, is full of energy, thrives on feedback as regards to their performance, enjoys planning and setting goals for future achievements. This type of entrepreneur has initiative as well as commitment to their organisation. They have a strong internal locus of control and are guided by their own goals, not those of others. Constantly putting out fires and continually dealing with crises they achieve success. They wear many hats depending upon which crisis predominates at the time. An attempt is made to be good at everything;
- **The Supersalesperson:** This individual possesses empathy for others and attempts to be of service at all times. They utilise a soft-sell approach and are rewarded by sales from their customers' desire to reciprocate. Relationships are of paramount importance to the salesperson and they like social situations and groups.
- **The Real Manager:** They are effective in corporate leadership positions since they desire to take charge. A positive disposal to authority is displayed and they enjoy power and acting a part. The entry into entrepreneurship is often from larger firms. As entrepreneurs, they frequently become capable marketers, either by utilising the

marketing process or as efficient salespeople. By the use of logic and forceful persuasion, customers are managed into a sale. This approach is different to that of the Supersalesperson. Their power guides ventures into major growth. There is no need for a general manager since they are the general manager. Success is achieved via the Managing Route: here they find or begin a business of sufficient size, which requires their managerial skills;

- **The Expert Idea Generator:** This type of person is involved with the invention of new products, finding a new niche for existing products, developing new processes and thereby creating a competitive edge over business rivals. The downfall of this type of entrepreneur is that they are often carried away with enthusiasm and fail to take sufficient care when calculating risk. They tend to be idealistic.

From a study undertaken by the University of Lund in Sweden, Kroon and Moolman (1991: 10-12) have enlarged the classification into the following types:

- **Intrapreneurs:** These are employees of an organisation who display entrepreneurial talents by initiating innovation and undertaking calculated risks within the organisation.
- **Expreneurs:** Whilst in the employ of another, they detect an opportunity and go out and start a new independent business.

- **Novopreneurs:** The innovators and inventors of unique products and services.
- **Interpreneurs:** By amalgamating several small businesses, a large highly profit-orientated business is created by this type of entrepreneur.
- **Renovateurs:** This type of entrepreneur, as the name suggests, takes stagnant or failing enterprises and resuscitates them. The actions taken are often extreme and affect the present staff, operating procedures and policies.

2.8 DESIRABLE BUT NOT ACQUIRABLE ATTITUDES AND BEHAVIOURS

There is a further list of characteristics which, according to Timmons (1999: 225), are more innate than acquired. This is fortunately a much shorter list and there is some degree of argument as to whether these characteristics can be nurtured or learnt.

- **Energy, health and emotional stability:** The extraordinary workloads and the stressful demands, which are placed on the entrepreneur, demand a premium when energy, physical and emotional health is considered. Genetics plays an important part in the make-up of the individual, but careful attention to eating, drinking habits, exercise and relaxation helps to fine-tune the genetic attributes.
- **Creativity and innovativeness:** Initially creativity was considered to be an

exclusively inherited capacity and although genetics plays a great part in the level of creativity and innovativeness, it is not the only factor.

- **Intelligence:** Intelligence and conceptual ability are great advantages for an entrepreneur. It is highly unlikely that the founder of any successful higher potential venture could be classed as being either dumb or having an average intelligence. The school dropouts who go on to become truly extraordinary entrepreneurs are those who are street-wise (having a nose for business), possessing the entrepreneur's gut feel and instincts. They have a special type of intelligence.

- **Capacity to inspire:** Vision is that natural leadership quality that is charismatic, bold and inspirational. As great leaders share their visions, so do many of the truly extraordinary entrepreneurs. It is difficult to argue that such exceptional personal qualities are other than inborn. However, although an entrepreneur's charisma quotient might be low, they are still leaders with their own type of leadership characteristics. The entrepreneur's goals and values will establish the atmosphere within which all subsequent activity will unfold and the inspiration of the entrepreneur, regardless of the form, which it takes, will shape the future venture.

- **Values:** The personal and ethical values of the entrepreneur seem to be reflected by the environment and background from which they come. These values are developed early in life and are an integral part of an individual.

2.11 THE ENTREPRENEUR'S CREED

Timmons (1999: 228) has developed an entrepreneur's creed since so much time and space would not have been spent on the entrepreneurial mind if it were just of academic interest. Entrepreneurs, when interviewed and asked to complete open-ended questions about what they considered the most critical concepts, skills, and knowledge required for running a business, both today and in five years time, were most revealing in their answers. Most mentioned mental attitudes and philosophies which were based on entrepreneurial attributes, as opposed to specific skills or organisational concepts. The answers, which were gathered together, produced what has been called an entrepreneur's creed.

- Do what gives you energy - have fun;
- Figure out how to make it work;
- Say, "can do," rather than "cannot" or "maybe";
- Tenacity and creativity will triumph;
- Anything is possible if you believe you can do it;
- If you do not know it cannot be done, then you will go ahead and do it;
- The cup is half-full, not half-empty;
- Be dissatisfied with the way things are - and look for improvement;
- Do things differently;
- Do not take a risk if you do not have to - but take a calculated risk if it is the right opportunity for you;

- Businesses fail; successful entrepreneurs learn - but keep the tuition low;
- It is easier to beg for forgiveness than to ask for permission in the first place;
- Make opportunity and results your obsession - not money;
- Money is a tool and a scorecard available to the right people with the right opportunity at the right time;
- Making money is even more fun than spending it;
- Make heroes out of others - a team builds a business; an individual makes a living;
- Take pride in your accomplishments - it is contagious;
- Sweat the details that are critical to success;
- Integrity and reliability equal long-run oil and glue;
- Make the pie bigger - do not waste time trying to cut smaller pieces;
- Play for the long haul - it is rarely possible to get rich quickly;
- Do not pay too much - but do not lose it;
- Only the lead dog gets a change of view;
- Success is getting what you want: happiness is wanting what you get.

2.10 THE RETAIL PHARMACIST AS AN ENTREPRENEUR

Retail pharmacy provides the newly qualified pharmacist with a viable and flexible option for growth within the business field. Due to the nature of the merchandise, retail pharmacy cannot be classified in the same vein as that of the general retail business. The retail pharmacy has at present to be owned and managed by a qualified pharmacist. The sale of much of the stock in trade is governed by legislation. Business activities similar to

that of retail pharmacy have been carried out for centuries. The apothecary, gold and silver smith are all examples of business activities within a specific field. The modern era has seen the addition of general articles of trade to that of the traditional Chemist and Druggist. Thereby moving the retail pharmacists from the previous traditional role, closer to that of the general merchant. It is within this new role, that the entrepreneurial spirit of the pharmacist is perceived.

Despite the protection the retail pharmacist received by virtue of the legislation governing the sale of medicines, the 1960's, saw the sale by the newly established super and hypermarkets of the majority of the merchandise of retail pharmacy. These inroads into the pharmacists market have forced the retail pharmacist to adapt and thereby install a spirit of entrepreneurship within the profession.

2.11 DEVELOPMENT OF A LIST OF TRAITS FOR SUCCESSFUL RETAIL PHARMACISTS

Butterworth (1987: 112), in an effort to establish such a personality profile of a successful entrepreneur, surveyed fourteen articles by different authors in the field of entrepreneurship. A list of 65 different needs or characteristics was created. An analysis of the frequency of the ten highest scoring characteristics was produced. This is shown in Figure 2.2 below. It can thus be concluded from the Figure 2.2 below that risk taking was considered the most important characteristic of the entrepreneur. Of the lower order

characteristics not listed above, thirty-six appeared only once, fourteen twice and on five occasions only three times.

Figure 2.2: The ten dominant characteristics of entrepreneurs

Characteristic	Number of times of appearance in the articles
Moderate risk taker	9
Energy and drive	7
Creativity	5
Goal-oriented	5
High need for achievement	5
Decision maker	4
Foresight	4
Persistence	4
Problem solving ability	4
Self-confidence	4

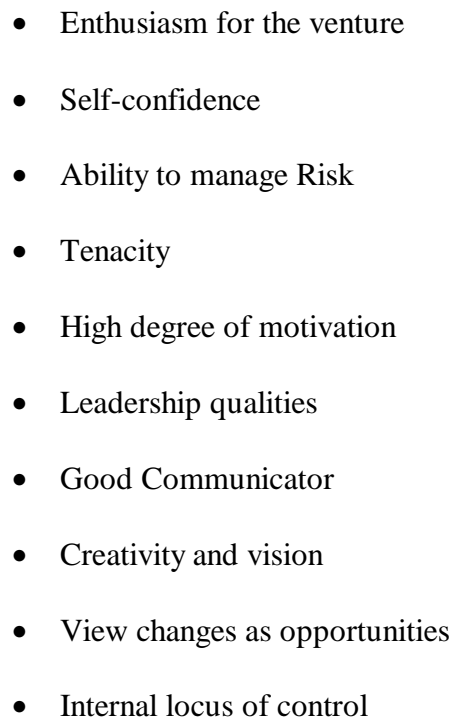
Source: Adapted from Butterworth (1987: 113)

An analysis of the work of Lambing & Kuehl, Fox & Maas and Timmons reveals that there are several traits, which are commonly displayed by successful entrepreneurs. Based on this commonality, a list of the traits of a successful entrepreneur will be developed for purposes of this study (Fig 2.3 below).

- Lambing and Kuehl. (1997: 12), Bowler and Dawood, (1996: 2), Fox and

Maas(1997: 12) and Timmons (1999: 220) are of accord that the need to achieve is a trait exhibited by all entrepreneurs. There is also agreement that the following are traits possessed by all successful entrepreneurs:

Figure 2.3: Proposed Set of Traits for Successful Entrepreneurs

- 
- Enthusiasm for the venture
 - Self-confidence
 - Ability to manage Risk
 - Tenacity
 - High degree of motivation
 - Leadership qualities
 - Good Communicator
 - Creativity and vision
 - View changes as opportunities
 - Internal locus of control

Source: Developed from Literature Study

- **Confidence in their abilities:** Without this confidence in their own abilities there would be no attempt to pursue the entrepreneurial endeavour.
- **The successful management of entrepreneurial risk:** This involves making a

decision whereby the risk involved is systematically calculated. Providing the odds are favourable, the entrepreneur will go after the project.

- **Creativity and the possession of vision in order to view changes as opportunities:**

The entrepreneur's view of the opportunities presented is often the difference between the non-entrepreneur and that of the entrepreneur. It is often the entrepreneur's view that if the company is successfully repositioned, it would be able to take advantage of unfulfilled business when conditions are difficult.

- **Internal locus of control:** This determines the degree to which an entrepreneur accepts that their actions influence the outcome of their venture and they are the masters of their own fate. What occurs is not written in the stars, but is a direct result of their actions.

- **Leadership:** This trait utilises the entrepreneur's ability to focus subordinates attention on the desired needs, goals and values of the organisation.

- **High level of motivation:** This is that influence which propels an entrepreneur to continuously attempt to achieve goals which are realistically set, either by themselves or by others. It is often described as a need to fulfill an objective.

- **Tenacity:** The ability of the successful entrepreneur to persevere with the set goal, despite obstacles being placed in their pathway is characteristic of the personality of the entrepreneur.

- **Communication skills:** This might be termed one of the most important traits of the entrepreneur, since only with superior communication skills is the successful pharmacist able to fulfill the needs of the client.

2.12 CONCLUSION

The different views of authors and researchers on the importance of the possession of a variety of qualities, traits, behaviours and attitudes as qualification for successful entrepreneurship have been discussed above. This has allowed for the construction of a set of traits exhibited by successful entrepreneurs. The presence of this list of traits exhibited by entrepreneurs allows for the distinguishing between the entrepreneur and non-entrepreneurial mind. Irrespective of the discipline in which they work, there is proof that successful pharmacists require entrepreneurial conduct of an identifiable type. Timmons (1990: 22) depicts this by stating that successful entrepreneurs share a commonality in behaviour and viewpoint; these entrepreneurs are hardworking and are obsessed by a deep commitment and single-minded determination; they are optimistic rather than pessimistic; make every effort for honesty; and have the energetic will to surpass and conquer. Timmons (1990: 22) continues that the successful entrepreneur is not content with the status quo and is continuously seeking occasions to improve almost any situation they encounter.

Chapter three will focus on the theories, which support the list of traits that has been proposed as required to be successful in retail pharmacy.

CHAPTER THREE

THE THEORY OF TRAITS OF THE ENTREPRENEUR

3.2 INTRODUCTION

In this chapter the theory and the provision of a set of the traits of the successful entrepreneur will be undertaken from the literature study. Robinson (1990: 13) has labelled this type of approach to traits as the personality approach. It attempts to measure specific personality traits or motivational tendencies that entrepreneurs are assumed to possess and are able to depict to such a degree that they are distinguishable from those displayed by the non-entrepreneur. Central to this approach is the ability to identify and list those traits which are possessed by the entrepreneur and which make them different from society in general. The entrepreneur is assumed to have a particular profilable personality type, whose actions were, because of a set of existing inherent characteristics in their make-up, predictable.

3.3 ENTHUSIASM FOR THE VENTURE

Barrow (1993: 36) lists selected comments from some entrepreneurs on the reasons why they have enthusiasm for starting a specific business venture. Comments on this issue were very diverse. Generally the individuals enjoyed feeling totally in control of their own destiny. However the ability to purchase more and better material possessions was

irrelevant in comparison to the sense of achievement that was felt, a sense of it being good fun and food for the soul.

Barrow (1993: 37) continues that this enthusiasm is tempered by the realization that a strong sense of responsibility towards the staff has to be developed; the employer could not be cavalier in attitude, since careers and jobs were dependent upon their approach. A further comment was that it was very lonely knowing that the success or failure of the venture was dependent on their actions.

Lim (2000a: 1) remarked that in most cases it was sheer passion for business that motivated an entrepreneur to implement an idea and bring it to fruition. In many cases the entrepreneur's hunch may be backed up by only a partial analysis of the marketplace, but the idea works out anyway because of their instincts. This has unfortunately led to the belief that the only requirement for entrepreneurial success is a passion for what they are doing. In many cases entrepreneurs are blinded by their passion for the mission. There is, however, the occasional need for an analytical reality check in order for the entrepreneur to make adjustments to their actions to conform to the situation prevailing in the marketplace.

Lim (2000a: 2) continues in the same vein that although sometimes the best asset an entrepreneur can possess is a passion for business, it is important not to let this passion burn so brightly as to blind the entrepreneur. There was a continuing need to analyse the situation, to adjust strategies and change plans when necessary.

3.4 SELF-CONFIDENCE

According to Lambing and Kuehl (1997: 13), entrepreneurs are confident in their abilities and in their understanding of business concepts. They possess the inner belief that they have the capabilities to succeed in whatever they attempt. This confidence is based on the fact that they maintain an in-depth knowledge of the market and their specific business sector. This knowledge is achieved by ongoing investigation, which is conducted over many years. This self-confidence is often achieved by the utilisation of knowledge and expertise gained whilst in the employ of someone else. Mistakes, which are made whilst working for an employer, are corrected at the expense of that employer. Lambing and Kuehl (1997: 13) cites Oneal who described this advantage as saying, “ I’d rather learn how to ride a bike on somebody else’s bicycle than on my own.”

3.5 THE ABILITY TO MANAGE RISK

A feature of entrepreneurship is the public perception that they are high-risk takers. This perception is in fact not true. It is not an accident that the word “risk” itself in the original Arabic meant ‘earning one’s daily bread’. There are generally different processes by which an entrepreneur establishes a business. There are those who initially operate their business on a part-time basis, usually having full-time or part-time employment. They do not put all their resources and time into the business until it proves to be viable. There are those that do start a business and throw in all their capital and time. The retail pharmacist is a case in point, but the entrepreneur views risk in a totally different light from the non-entrepreneur. It is managed risk. Cornwall & Perlman (1990: 9) define entrepreneurial

risk as making a decision with regards to the risk involved when engaging in a new venture, products or processes where there is an element of risk and uncertainty. This venture possessed the potential for either significant gain, which was referred to as the upside risk, or significant losses, the downside risk.

In a more subjective approach Brockhaus (1980: 513) defined the propensity for assuming entrepreneurial risk as that of perceiving that the probability of receiving rewards associated with the success of a proposed situation. An individual prior to them subjecting themselves to the consequences which were associated with failure required this. On the other hand, the alternative situation provided less rewards as well less severe consequences than the proposed situation.

Bird (1989: 84) and Brockhaus (1980: 509) drew a distinction between the willingness of the entrepreneur to accept, assume or bear the risks associated with the creation of a business contrary and the inclination to take or seek risks. No conclusion could be drawn as to whether entrepreneurs displayed a higher tendency to risk-taking than non-entrepreneurs did. Agreement does however exist that entrepreneurs do accept risks due to the number of uncertainties, which exist when there is financial, and time commitment made. According to Boshoff (1992: 106) entrepreneurs cannot however be regarded as gamblers or high risk-taking persons.

Bird (1989: 85), Cornwall & Perlman (1990: 9), Liles (1974: 14) and Olm & Eddy (1985: 256) have differentiated between types of entrepreneurial risk and divided these into various categories as follows:

- **Financial:** In this situation there is a loss of equity and/or borrowed funds when the venture fails. It occurs irrespective of whether the failure was due to mismanagement or external influences over which there was no control.
- **Career opportunities:** Failure of the business involves the loss of time and experience that could have been necessary for career advancement. A future employer might also derive a negative perspective for a job application.
- **Social effects and the effects on the family:** Long working hours and neglect of the home, family and friends has an adverse effect on social and familial duties.
- **Physical and psychological:** The emotional, health and stress factors play significant roles in an entrepreneur's life, especially if failure occurs when undertaking a new venture.
- **Organisational Risk:** Various organisational risks that occurred when starting a new business were listed. Olm and Eddy (1985: 256) state that amongst these risks were wrong decision-making as well as overlooking or missing out on a profitable opportunity.

There was the possible violation of the ever-increasing number of authoritative rules, regulations, ordinances and legislation that was being applied to business practice.

The entrepreneur's perception of risk is subjected to change determined by the age, financial resources and family situation. Additional influences are due to the individual's assessment of their own ability to manage the risk taken. This is considered in conjunction with the conclusions drawn from the viability study of the project and that of the business plan with the added assistance of the assessment of the risk presented by independent financiers and consultants.

The higher the perception of the risk, the less likely that the individual will be inclined to either accept or take the risks that will be associated with the business creation. The high risk-taking tendency probably only prevails amongst those individuals who have little or nothing to lose. They might be pursuing the field of entrepreneurship as a temporary means of earning a living. Ronen (1983: 145) was of the opinion that this form of entrepreneurship was related to gambling and that true entrepreneurs would distance themselves from this type of behaviour. These individuals are, in fact, not entrepreneurs but rather "rolepreneurs" in that they were only assuming the role of an entrepreneur without a proper plan. Neither did they have any real desire for, or any real intention of, long-term commitment to the career of an entrepreneur.

3.6 INTERNAL LOCUS OF CONTROL

Ivancevich and Matteson (1996: 135) are of the opinion that the locus of control of individuals determines the point up to which they accept that their actions influence what happens to them. Some people believe that they are independent, that they are the masters of their own future and are personally answerable for what happens to them. They see the control of their lives as being internal, from within themselves. Rotter (1966: 80) views these persons as internalizers. Persons who view themselves as powerless victims of fate, governed by exterior forces over which they have little, if any, sway believe that there is an external locus of control rather than an internal. Rotter (1966: 80) has called these persons externalizers.

Rotter (1971: 37) devised a scale containing 29 items in order to distinguish between the internalizers and the externalizers. The statements were concerned with attainment, defeat, mischance and political events. Whereas the one statement reflects a belief in the internal locus of control, the other expresses the external locus of control belief. In Figure 3.1 below, four pairs of statements on the Rotter scale are depicted.

Figure 3.1: Sample Items from an Early Version of Rotter's Test of Internal-External Locus of Control

- 1a. Promotions are earned through hard work and persistence.
- 1b. Making a lot of money is largely a matter of getting the right breaks.
- 2a. When I am right, I can convince others.
- 2b. It is silly to think that one can really change another person's basic attitudes.
- 3a. In my case, the grades I make are the result of my own efforts; luck has little or nothing to do with it.
- 3b. Sometimes I feel that I have little to do with the grades I get.
- 4a. Getting along with people is a skill that must be practised.
- 4b. It is almost impossible to figure out how to please some people.

Source: Adapted from Ivancevich and Matteson (1996: 135)

In a study of 900 employees in a public enterprise, Mitchell, Smyser and Weed (1975: 623-31) found that internally controlled employees had more job satisfaction, were more likely to be in managerial positions, and were more content with a participative management style than employees who perceived themselves to be externally controlled. The research of Trevino and Youngblood (cited in Mitchell et al 1975: 623-31) suggests that locus of control is associated to moral behaviour, with the internalizers doing what was considered correct and being willing to suffer the repercussions for their actions.

3.6 TENACITY

According to Lambing and Kuehl (1997: 13), the presence of many obstructions and hurdles requires the entrepreneur to be resolute and not to give up easily. Failures in business are deemed to be learning experiences and difficulties are disguised opportunities. Richardson (1994: 71) states that Walt Disney went bankrupt three times before producing a successful film. Henry Ford failed twice, before achieving success as an entrepreneur.

3.7 HIGH DEGREE OF MOTIVATION

According to Hellriegel, Jackson and Slocum (1999: 462), motivation is any influence that generates, direct or preserves goal-directed behaviour. Hellriegel et al (1999: 465) lists many theories about individual differences that influence a persons' motivational drive. These are:

3.7.1 Maslow's Hierarchy of Needs, which suggests that people have a complex five-level, set of needs, namely:

Physiological needs are expressed as the basic needs of food, clothing and shelter. These are regarded as the most basic of human needs and occupy the first level in Maslow's hierarchy. It is illustrated by the fact that a hungry person will firstly satisfy the need for food before attempting to receive recognition for any achievements.

Security needs include the desire for security and stability and the absence of pain, threat and illness. Employees striving for stable working conditions with medical, unemployment and retirement benefits exemplify the need for security.

Affiliation needs are the cravings for friendship, love and the sense of belonging. It depicts a definite increase from the basic physiological and security needs. The provision of these affiliation needs by an organisation ensures greater employee satisfaction.

Esteem needs are the desire for self-respect, a sense of individual accomplishment and recognition for achievements from peers. In order to gratify these needs, the opportunity is sought for achievement, promotion, prestige and status. By obtaining these goals the individual is able prove their worth.

Self-actualisation needs are signified by the craving for personal growth, self-fulfillment and the ability of the individual to reach their full potential. The traits commonly exhibited in the fulfillment of this need are initiative, spontaneity and the possession of problem-solving abilities.

Hellriegel et al (1999: 466) continues that Maslow's theory predicts that the needs that propel a person's behaviour are based on the consideration of what needs remain unsatisfied. A key premise of the theory is the satisfaction-progression hypothesis. This contains the idea that a lower level need must be reasonably satisfied before the next higher level need emerges to act as a motivator of behaviour.

3.7.2 Alderfer's ERG Theory also relates to motivation being the satisfaction of needs. Alderfer's ERG theory is based on three needs namely:

Existence needs refer to the desire for both material and physical well-being that is satisfied through food, water, shelter and working conditions. This need can be compared to a combination of Maslow's physiological and security needs.

Relatedness needs are the desires to establish and maintain interpersonal relationships with other people. This correlates to Maslow's affiliation needs.

Growth needs are characterised by the urge to be creative, make useful and productive contributions for personal development. This is comparable to the esteem and self-actualisation needs of Maslow.

Hellriegel et al (1999: 467) continues that whilst the ERG model is cognisant of the satisfaction-progression hypothesis of Maslow, it does however contain a frustration-regression hypothesis. The hypothesis is based on the idea that frustration in fulfilling a higher level need results in the re-emergence of the next lower level need, which will act as a motivator of behaviour.

McClelland's learned needs, cited in Hellriegel et al (1999: 470), state that a person's needs are acquired through interaction with the surrounding environment. This approach specifies that people acquire three needs or motives, namely:

Achievement Motive: This is the desire to succeed relative to some standard of excellence or to competitive situations;

Affiliation Motive: This concerns an individual's quest to develop and maintain close and mutually satisfying interpersonal relationships with others,

Power Motive: The desire to influence and control others as well as the social environment is the crux of this motive.

The needs theories of Maslow, Alderfer and McClelland emphasize individual differences in an explanation for motivation as personified by the entrepreneur. These theories are based on the supposition that circumstances are less important than individual differences as a determinant of behaviour. The theories of Herzberg, Hackman and Oldham cited in Hellriegel et al (1999: 471) are different in that they utilise the importance of the environment as their basis. They view the job and organisation as important determinants of behaviour.

3.9 LEADERSHIP QUALITIES

Napier and Gershenfeld (1993: 258) regard leadership as a process that focuses on mutual needs, desires and values that produce positive results. The qualities, which characterise an effective leader, are as follows:

- An unmistakable sense of purpose which is produced by clear purpose where specific results are distinguished and focused upon;
- Determination required to complete the task;
- The knowledge of one's own strengths and the ability to maximise them;
- A continual appetite for learning;
- A love of work;
- The capability of being able to influence others;
- Emotionally mature;
- Risk-taking;
- Not prepared to accept failure.

Heller (1998: 15) states that a leader should possess the following abilities:

- Good judgement of the abilities and capabilities of those being led;
- The ability to detect and resolve weaknesses displayed by others;
- Efficient communicator;
- The ability to encourage others and maintain ardour.

Steinhoff and Burgess (1993: 335) identify three types of leadership, these are:

- **Autocratic leadership:** This type of leadership is dependent on the leader commanding and expecting others to follow despite little feedback. The use is made of the strict punishment and reward system and decisions are generally made without much input from others.
- **Democratic or participative leadership:** Here the leader attempts to balance differing views held within the group in order to avoid domination of the group. Members of the group with specific expertise are able to contribute to the final decision taken in order to produce a more successful result.
- **Low-key or Laissez-faire leadership:** These leaders give workers a high degree of choice. An attempt is made to select suitable individuals, who are given a solid understanding of the leader's expectations. They are then allowed to proceed with what they were employed to do. This type of leadership is appropriate when individuals have a common vision and understanding of the final goal.

Of the leadership types, that of democratic leadership has been proven to be the more effective.

3.9.1 Grant's Entrepreneurial Leadership Paradigm

Figure 3.2: The Entrepreneurial Leadership Paradigm

The Lead Entrepreneur

Self concept	Has a realist's attitude rather than one of invincibility.
Intellectually honest	Trustworthy, their word is their contract. Admits what and when they do not know.
Pace maker	Displays a high energy level and sense of urgency.
Courage	Capable of making hard decisions: setting and beating goals.
Communication skills	Maintains an effective dialogue with the venture team, in the marketplace and with other venture constituents.
Team player	Competent in people management and team-building skills

The Venture Team

Organisational style	The lead entrepreneur and the venture team blend their skills to operate in a participative environment.
Ethical behaviour	Practices strong adherence to ethical business practices.
Faithfulness	Stretched commitments are consistently met or bettered.
Focus	Long-term venture strategies are kept in focus but tactics are varied in order to achieve them.
Performance/reward	High standards of performance are created and superior performance is rewarded fairly and equitably.
Adaptability	Responsive to rapid changes in product/technological cycles.

External Environmental Influences

Constituent needs	Organisational needs are satisfied, in parallel with those of the other publics the enterprise serves.
Prior experiences	Extensive prior experiences are effectively applied.
Mentoring	The competencies of others are sought and used.
Problem resolution	New problems are immediately solved or prioritised.
Value creation	High commitment is placed on long-term value creation for backers, customers, employees and other stakeholders.
Still emphasis	Marketing skills are stressed over technical ones.

Source: Adapted from Grant (1993: 11)

Grant (1993: 11) undertook a survey of 25 entrepreneurs in order to develop an entrepreneurial leadership paradigm. Three clear areas evolved from this study and are shown in Figure 3.2 above. These are the lead entrepreneur, the venture team and the external environment influences Grant's suggestion is that in order to understand the paradigm it should be related to the troika, the Russian vehicle pulled by three horses of equal strength. This "troika" was driven to success by the visions and dreams of the founding entrepreneur.

Successful entrepreneurs have the capacity to exert influence without the possession of formal power. They possess adeptness at handling conflict resolution. Logic and its application, the knowledge of how and when to persuade as well as when to make a concession and, indeed, when to exact a concession. In order to operate a successful venture, an entrepreneur has to develop the ability to get along with several different constituencies that are often in conflict with each other, be they the customer, the supplier, the financial backer, the creditor, partners as well as others on the inside. The success of the entrepreneur comes from the ability to be a mediator and a negotiator rather than a dictator.

Grant (1993: 11) states that the successful entrepreneur is interpersonally supportive and nurturing as opposed to being interpersonally competitive. The venture often fails or gets into trouble when there is a strong need on behalf of the entrepreneur to control, influence and gain power over others. Venture failures are also due to a lead entrepreneur having an insatiable appetite for putting an associate down. The words "to treat others as they want

to be treated” are of paramount importance. They should share the wealth with those who have contributed to the venture. An entrepreneur who displays a dictatorial, adversarial and domineering managerial style makes it very difficult to attract and keep people who themselves thrive on a thirst for achievement, responsibility and results.

The dictatorial manager often chooses compliant partners and managers. Destructive conflicts often erupt over who makes the final decision, who is right and whose prerogatives should be adhered to.

Entrepreneurs, who create and build enterprises of a substantial size, are not lone wolves and super-independent. A feature of their character is that they do not have to collect all the credit for the effort of establishing and growing the concern. The reality is recognised that rarely is a substantial business achieved by working alone and teamwork is a necessity that is actively pursued. They have an uncanny manner of making heroes out of the people they have attracted to the venture. Giving responsibility and sharing credit for the accomplishments with the people so attracted achieve this.

Within the corporate world, according to Grant (1993: 11), the entrepreneur has the ability to create the “hero” which has been identified as an essential attribute of the successful entrepreneurial manager. Rather than jealously clutching and hoarding a tiny pie as their own, these hero-makers, be they in the corporate or independent field, try to make the pie bigger and better. They display a capacity for objective interpersonal

relationships that enables them to defuse individual differences of opinion by means of keeping attention focused on the goal to be achieved.

Hellriegel and Slocum (1996: 446) show that there are five core competencies possessed by effective leaders:

- Empowerment;
- Intuition;
- Self-understanding;
- Vision; and
- Value congruence.

3.10 CREATIVITY AND VISION

Lim (2000b: 1) relates the situation of an entrepreneur who had acquired a small business that was in decline. The entrepreneur saw that the opportunity existed to reposition the company, turn it around and grow the business. After all the negotiations had taken place and the deal had been approved, the existing recession had deepened and other events in that particular firm's business segment had made the situation more challenging. The view of the entrepreneur towards the opportunities presented remained unchanged. It was the entrepreneur's view that if the company were successfully repositioned, it would be able to take advantage of unfulfilled business left by other firms going bankrupt because of the tough market conditions. After the acquisition of the company, the entrepreneur was informed by several acquaintances that it was considered an inappropriate time to

purchase a firm in that particular business sector. The entrepreneur, however, thought it was a great time to buy the right company. The situation is that it is always easier for many to say critical or negative things than it is to express positive thoughts. An entrepreneur would probably hear more than their share of negative remarks (all supposedly with good intentions). That is when the entrepreneur needs to rely on their passion and their vision in order to help them get through those times.

Lim (2000b: 1) remarks that if the entrepreneur is correct with their vision and strategy, they simply have to trust their instincts and ignore those unproductive comments being offered by others. The entrepreneur should not ignore all advice, but should be selective in their choice of advisors. Lim (2000b: 1) concluded that the entrepreneur stayed with the business plan, repositioned and revitalised the company and tripled the company's revenues over four years in a competitive market with contentious suppliers. The firm was then merged with another that had about five times the revenues of the entrepreneur's.

3.11 THE ABILITY TO VIEW CHANGES AS OPPORTUNITIES

The hazards and rapid change of events that take place with the formation of a new venture require an organisation to have the ability to react efficiently and rapidly. According to Timmons (1999: 221) a distinguishing feature of the successful entrepreneur is the self-confidence of these individuals. Because they have an internal locus of control, successes or failures are within their own control. They believe that they can ultimately affect the outcome of any situation. Problems are viewed stoically and the

status quo is rejected as they strive to improvise. They are restless initiators. Their belief in being personally responsible for the success or failure of situation or venture requires them to seek influential positions. Where no authority exists, they will fill the void. They like circumstances where the individual's impact on problems can be monitored. Prosperous entrepreneurs are able to accommodate change; they are flexible and possess a ravenous hunger to know how well they are performing. In order to determine their progress and what is necessary to improve their performance, the entrepreneur will actively seek out and employ feedback. This exploration and use of guidance is paramount to the custom of knowledge from errors and obstructions and of being able to counter the unpredicted. They are acknowledged to be admirable communicators and rapidly acquire knowledge. Instead of apprehension in the face of disappointment, entrepreneurs centre their actions on success. This behaviour is able to camouflage many mistakes.

Timmons (1999: 221) implies that the successful entrepreneur adapts to change, especially when failure occurs, and is thus able to view the change as a learning experience. Learning from their own actions and the effect that they and others suffered in the final result, allows them to adjust so that they are able to continue in their quest for entrepreneurship.

3.12 ABILITY TO COMMUNICATE EFFECTIVELY

Hellriegel and Slocum (1996: 482) view communication as the transfer and exchange of both understanding and information from one person to another by means of meaningful symbols. It is a manner of exchanging and sharing ideas, attitudes, values, facts and opinions. Communication is a two-way system that requires both a sender, who initiates the process, and a receiver, who interprets the information to complete the communication process. The process is completed when the receiver comprehends the signals sent.

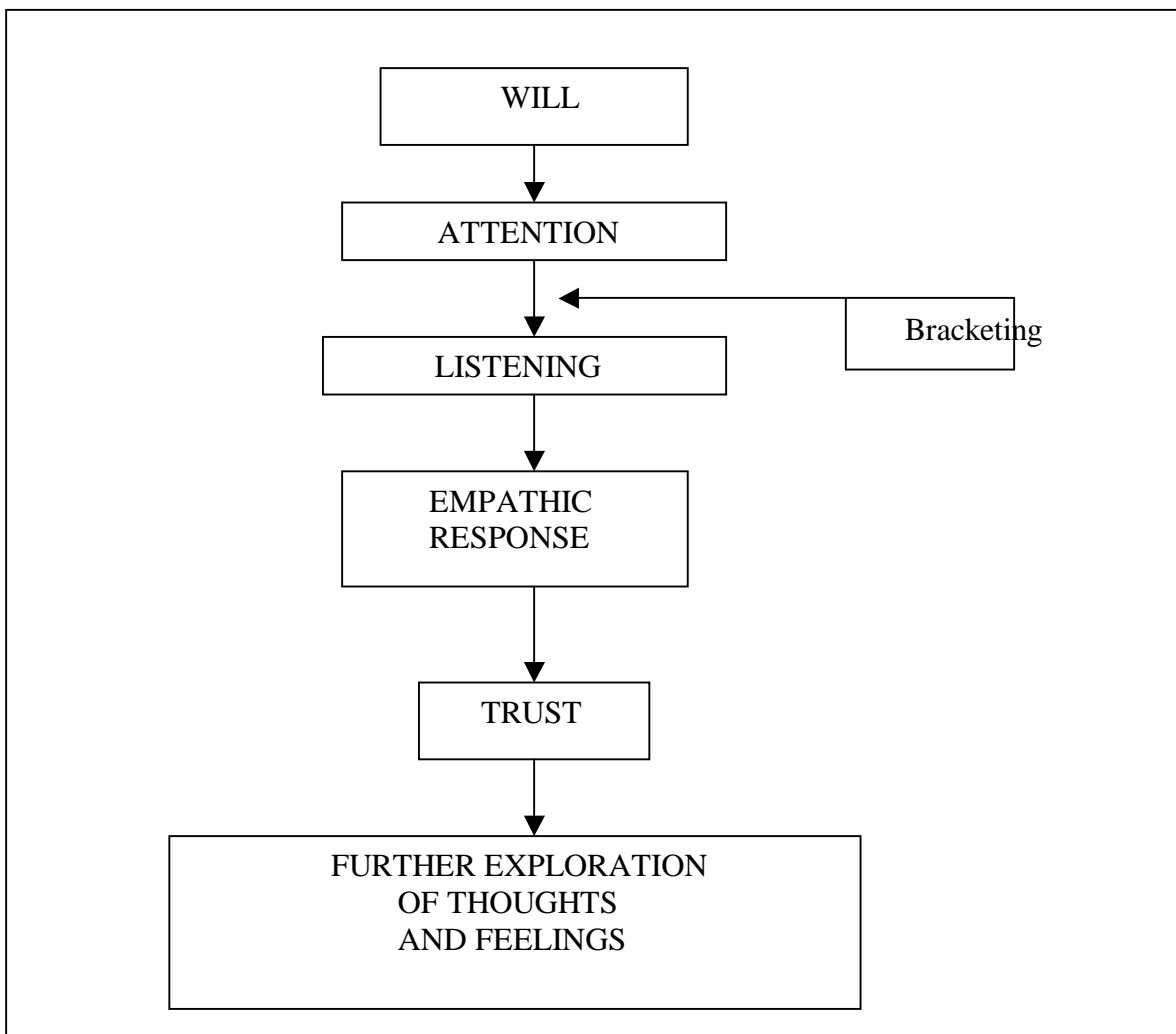
Of paramount importance to the retail pharmacist is the ability to overcome the barriers to effective communication. Ivancevich and Matteson (1996: 500) list nine factors as barriers to communication. Chief of these are selective listening, value judgments, filtering and communication overload.

Squier (1990: 325-339) is of the opinion that pharmacists can have a profound impact on the compliance of their patients. The view is expressed that no other skills are more valuable in developing trust with patients than those of listening and empathic understanding. Squier (1990: 325-339) listed the following points:

- The patients' adherence was greater when they were allowed to express and dissipate their tensions and anxiety about their illness and when the time was taken to carefully answer the patient's questions;

- Pharmacists who demonstrated responsiveness to client's feelings, had patients with higher adherence rates and more satisfaction with the relationship;
- Patients who perceived their pharmacist as understanding and caring were more likely to complete their medication and ask for further help or advice when needed;
- Healthcare providers, who encouraged patients' expression of feelings and participation in the treatment plan, were found to have patients with higher rates of adherence.

Figure 3.3: THE LISTENING PROCESS



Source: Adapted from Berger (2000: 21)

In order to clarify and accurately define a problem as seen by the patient, listening is absolutely necessary. Listening is an active process and requires hard work, as opposed to simply hearing which is passive. From Figure 3.3 above it can be seen that the listening process begins with the will to listen. One must consciously want to listen and must give complete and undivided attention to what is being said. Often people do not pay attention long enough to be good listeners. As a pharmacist, giving clients attention is a powerful manner of informing them of their importance as a customer. Giving attention requires that the listener is not subjected to any distraction or interruption. Simply repeating the words back to the client is not listening. The pharmacist must focus energy on the needs of the patient.

Berger (2000: 21) states that the greatest barrier to true listening is probably the tendency to judge or evaluate the communication, problem or feelings of the other. The process of understanding is different from the evaluation of correctness of the problem. For example, a female client relates an upsetting encounter to a male pharmacist whose reaction is to think that the episode is of typical female nature.

The pharmacist has not been truly listening but instead making a judgement about the speaker. By classifying the speaker with 'all females' the listener has failed to see how the client had been uniquely affected by the encounter. The result is that the listener, has in fact, failed to listen and be empathic with the patient. Bracketing, on the other hand, is the process of truly listening, when the listener gives up the inclination to judge as well as the perspective that their frame of reference is the correct one. This is a very difficult

process to do successfully. Only through true listening can a person be empathic, which is to understand from the point of view of the speaker and then feed that information back.

The focus of true listening is not centred on the correctness of an idea that is expressed, which is in itself subjective since it is in itself not absolute. Being able to listen results in the focus shifting from ideas to the feelings being used to express the idea, which is the commitment to the idea. True listening is seeing the idea from the speaker's perspective.

An analogy of a couple going to the cinema, best illustrates the meaning of true listening. The husband remarked that he thought the film was good whilst the wife disagreed. Neither was truly listening to the other since in the husband's eyes the film was good because of the acting, whilst the wife thought it was bad because it was depressing. The film was thus being evaluated from different points of view and neither clarified the position. Listening takes great courage, since the process of truly listening to another's ideas without judgement might result in the listener's ideas being either changed or questioned.

After having listened carefully to the client's problems, many pharmacists attempt to fix either the problem or the person. When the client presents the pharmacist with a problem, the pharmacist often has feelings of anxiety and that something must be done immediately. Pharmacists should resist the tendency to opt for a quick solution to the problem in order to reduce their own anxiety. The purpose of listening is not necessarily to solve the problem but rather to ensure that the patient feels less alone or isolated.

According to Berger (2000: 21), empathy is derived from the German word *emföhlung*, which means to share the actual experience of another. Whereas sympathy is feeling sorry for another, empathy is a neutral process, which involves neither judgement nor evaluation of the person or of the feelings involved. Before an empathic response can occur, the affective state of the other person must firstly be identified. This however does not require either being totally identified with the other person or having shared the same experiences. Imitation is also part of the empathic process. Often, without realising it, the listener imitates or mimics the facial expressions or body posture of the talker, especially when an experience is being told. This type of imitation sets off identification with the communicator and some empathic understanding results. This form of communication and imitation, which is so necessary to experience the affective state, cannot be achieved if there is distraction or interruption.

The empathic process always results in the acquisition of knowledge by both partners. Each of the people involved become aware of the other's position in relationship to the problem or situation. Empathy requires courage in that the person must be exposed to the affective experience of another. Reflecting understanding back to another is transforming or produces growth. If this does not occur, then true empathy does not take place. Whilst empathic understanding is transforming, it is not soothing, in fact it might actually be painful. There may be a tendency to avoid the experience, rather than be involved and thus be truly useful and available to the other.

Berger (2000: 24) continues that a second aspect is that empathy does not imply giving in or giving up. Empathy is concerned with the person's affective state or situation, not with their demands. A final distinction that should be made is that empathy can be shown without responding in a manner that reflects that understanding has taken place. It is through the empathic response that the other feels understood. Therefore, the way one responds is important and often difficult. Sometimes, the best empathic response is simply listen, occasionally nod one's head and not speak at all. The question that arises is whether empathy makes the relationship between pharmacist and patient "too personal". Gadow (1990: 80) states that in order to resolve the personal/professional dichotomy it should be realised that professional involvement is not an alternative to other types of involvement such as emotional, aesthetic, physical or intellectual. It is an intentional integration of all of these, a participation of the entire self, utilising every dimension of the person as a resource in the professional relationship. In fact, anything less reduces the patient to an object. Rogers (1961: 47) holds the view that to withhold one's self as an individual and to deal with another, as an object does not have a high probability of being helpful.

3.12 CONCLUSION

The possession of a multiplicity of features, traits, behaviours and attitudes as qualifications for successful entrepreneurship and the views of different authors and researchers on the assumed importance of such characteristics, allows for the conclusion

that a definitive universally acceptable definition of what distinguishes an entrepreneur from a non-entrepreneur still remains obscure.

The failure to create a definition that would be all encompassing of all the supposed attributes of an entrepreneur, does however, not indicate the fact that entrepreneurs do possess certain universal features and attributes which distinguish them from non-entrepreneurs. Irrespective of the sphere of operation, there is sufficient evidence to prove that successful entrepreneurship requires entrepreneurial behaviours of a particular disposition. Timmons (1990: 22) endorses this fact by stating that he was of the opinion that successful entrepreneurs displayed a similar mind-set and behaviour. They worked hard, were focused on the project under development and persevered with the task ahead. They were optimistic, seeing a cup half full, rather than half empty. They strove for integrity, and were lit with a fire of ambition to excel and win. Timmons (1990: 22) continued that they were dissatisfied with the existing situation and were always searching for opportunities to improve almost any condition they met. Failure is used as a lesson for improvement. In fact, this person avoids perfection in order to attain effectiveness. The successful entrepreneur has a belief that they, as an individual, can make a difference in the ultimate outcome of their project and their lives.

It is however also true that the degree and significance of these characteristics, attitudes and behaviours, are adaptable, depending on the circumstances required by the entrepreneur within the specific scope of operation in which they conduct themselves. Entrepreneurship is multi-faceted, and can be found in a multiplicity of organisations and situations, both within and without corporate structures. Timmons (1990: 165) sums up

the situation correctly by stating that requirements for success are dependent upon the mix and match of the fundamental players involved with each situation.

In Chapter Four an empirical study of the methods used to substantiate the list of traits deemed necessary will be discussed, together with the analysis of the data received.

CHAPTER FOUR

THE EMPIRICAL STUDY, METHODS USED AND ANALYSIS OF DATA

4.2 INTRODUCTION

In Chapter Two, a set of the traits of successful entrepreneurs was developed from the information gained in the literature study. The list set out several traits that affected the entrepreneurial ability of the successful retail pharmacist. Amongst these traits were enthusiasm for the business, self-confidence, the ability to manage risk, internal locus of control, tenacity, a high degree of motivation, the possession of leadership qualities, creativity, the possession of vision in order to view changes as opportunities and the ability to communicate effectively.

The literature study was used to establish the answer to the first sub-problem -what traits does the literature study reveal are central to being a successful entrepreneur? From the literature study, a set of the traits has been developed. The empirical study will help resolve the second sub-problem -what are the traits that practising retail pharmacists believe to be essential in order to be successful in retail pharmacy? The manner in which this sub-problem will be addressed is explained in this chapter.

4.3 RESEARCH DESIGN

Allison, O'Sullivan, Owen, Rice, Rothwell and Saunders (1996: 4) define research as an organised investigation that is recorded in a specific form, which allows the research methods and results to be available to others. By this means others are able to continue the research, which is aimed at seeking solutions to problems or, alternatively, answers to questions. In order to achieve this result, the research design for this study was broken down into a main problem, with two sub-problems. The main problem is:

What traits do pharmacists need to possess in order to operate their own successful retail pharmacy?

Following on from this, two sub-problems were identified to assist with the solution to the main problem, namely:

- What traits does the literature study reveal are central to being a successful entrepreneur?
- What are the traits that practising retail pharmacists believe to be essential in order to be successful in retail pharmacy?

The procedure used to solve the main problem and sub-problems was as follows:

- In Chapters Two a literature study was undertaken to determine the traits of successful entrepreneurs. A successful retail pharmacist would, as a matter of course, be a successful entrepreneur.
- Chapter Three is a discussion of each component of the model.
- In order to resolve the second sub-problem - what were the traits that practising retail pharmacists believe to be essential to be successful in retail pharmacy? – a questionnaire based on the model for traits from Figure 2.1 and Table 3.1 culminating in Figure 2.3, was developed. This questionnaire was circulated to the owners of independent retail pharmacies.
- In conclusion, the results received through the survey were analysed and used to adapt, if required, the model of traits of successful retail pharmacists.

4.4 PLANNING THE EMPIRICAL STUDY

The empirical study was conducted by means of a mail survey, with the use of a questionnaire developed from the model for traits from Figure 2.1 and Table 3.1 and culminating in Figure 2.3. A statistical analysis was then undertaken based on the results received from the questionnaire. The process followed during the empirical study is set out below.

4.4.1 THE QUESTIONNAIRE

Leedy (1997: 191) views the questionnaire as the common instrument for observing data that is beyond the physical reach of the observer. The questionnaire (see Annexure 4.1) as stated above, was developed from the model for traits from Table 2.1 and Figure 3.1, and culminating in Figure 2.3. Questions were selected to address each of the traits. The questionnaire was developed as follows:

Types of questions used: Allison et al (1996: 82) state that there may be open and closed questions. When the responses are predetermined it is only possible to use a closed question, which typically requires the respondent only to tick boxes. The questionnaire developed for the empirical study made use of this method.

The questionnaire was divided into two parts. Section A consisted of biographical questions that offered choices for the respondent to tick. Questions in this section surveyed the size of the pharmacy in regard to the number of employees, geographical location, gender, race and position held by the respondent.

Section B was made up of closed questions requiring respondents to record the degree to which they agree with certain statements. Allison et al (1996: 83) state that the most widely used form of scaled items where the respondent chooses a point on a scale that best represents their view, is the Likert scale. In this section a five point Likert-type scale

was used. The scale for scoring is as follows; 1 indicates strong agreement, 2 agreement, 3 uncertainty, 4 disagreement and 5 strong disagreement.

Wording of questions: Leady (1997: 192) states that the language used in a questionnaire should be unmistakably clear. Communication is a deceiving skill and what might be clear and concise to the researcher, may in fact be worthless jargon to the respondents. Thomas (1996: 121) asserts that questions should not lead respondents, who do not have specific views of their own, on a particular issue. Grammar should be straightforward and the things that the respondents have to bear in mind in order to understand the question should be limited. Precise terminology should be used in preference to intangible language, ensuring a clear understanding of the question by the respondent. The questions should be straightforward for the respondent to answer. An example is “tick one block only”.

Length of questionnaire: Thomas (1996: 121) maintains that a questionnaire should not be long and complicated. A questionnaire of several pages with a concise and user-friendly design is preferable to one that has less pages but with an overcrowded and intimidating arrangement. The above principles were applied when formulating the questionnaire. In addition, a draft questionnaire was tested in a pilot study.

4.4.2 PILOT STUDY

Prior to conducting the pilot study, a senior lecturer in the Department of Business Management at the Port Elizabeth Technikon, checked the questionnaire and the necessary adjustments were made. After these changes had been effected, the questionnaire was presented to ten MBA students of the Management Faculty at the Port Elizabeth Technikon. This population closely corresponds to the population to be used in the empirical study.

Welman and Kruger (1999: 146) have identified three purposes for conducting a pilot study on a limited number of persons having characteristics similar to those of the target group of respondents. These are:

- The detection of possible defects in the measurement procedure, such as indistinct instructions and insufficient time limits;
- Identification of indistinct or obscurely formulated items. Not only should the actual question be presented to the participants of the pilot study, but they should also be asked to indicate how they have interpreted the formulated questions;
- Simultaneously, the pilot study permits researchers or their assistants to notice non-verbal behaviour displayed by the participants, which may indicate discomfort or embarrassment about the content or wording of the question.

The results of the pilot survey were not included in the survey results.

4.4.3 MAIL SURVEY

According to Singleton, Straits and Straits (1993: 264), the mail survey is considered the least expensive of the survey modes, despite the fact that the budget for printing and postage must be sufficiently high to permit follow-up mailings. There is no need for interviewers or their supervisors, nor is there need for travel or telephone expenses. Very little office space is required and the staff complement is small.

The time required to complete the data-collection phase of the study is greater than that for telephonic surveys but generally less than that for face-to-face surveys. Sample size may be very large and no problem is encountered with geographic dispersion. Further, there is greater accessibility to respondents with mail survey method, since persons who cannot be contacted by telephone or who are infrequently at home usually receive mail.

4.4.4 ADMINISTERING THE QUESTIONNAIRE

The relevant addresses of the retail pharmacies in the Greater Port Elizabeth/Uitenhage Metropole were obtained from a list of pharmacies held by the Cape Midlands Branch of the Pharmaceutical Society of South Africa. The questionnaire was posted together with a covering letter (see Annexure 4.2) on the 10th November 2000. The purpose of the covering letter was to provide the following information:

- The aim of the research;
- The fact that the questionnaire would take less than 15 minutes to complete;
- Reference to the self-addressed envelope enclosed;
- An offer to make a summary of the study available if so desired.

A cut-off date of the 24th November 2000 was set for return of the completed questionnaires. Thereafter the researcher telephonically contacted the pharmacies that had not responded, in order to elicit a response.

4.4.5 THE POPULATION

A list of the retail pharmacies held by the Cape Midlands Branch of the Pharmaceutical Society of South Africa was used to gain the names and addresses of the population to be studied. Due to the size of the population it was decided to use the total population and not a sample. The population numbered 84 pharmacies in the Greater Port Elizabeth/Uitenhage Metropole. The total population used in the study may be seen in Table 4.1

Table 4.1: Size of population

AREA	SIZE OF POPULATION
DESPATCH	2
PORT ELIZABETH	72
UITENHAGE	10
TOTAL	84

Source: List of pharmacies provided by Cape Midlands Branch of the Pharmaceutical of South Africa.

4.4.6 THE RESEARCH RESPONSE

The survey was posted on the 10th November 2000 and a response rate of 54,76 percent was attained by the due date, which was the 24th November 2000. Due to the time constraints, a follow-up of all recipients was conducted on the 24th November with a request to complete the questionnaire by the 28th November 2000. A further seven questionnaires were received and this gave a response rate of 63,10 percent. Table 4.2 shows the data collection procedure

Table 4.2: Summary of data collection procedure.

Date received	Number of questionnaires posted	Number of questionnaires returned	Percentage
24 th November 2000	84	46	54.76
28 th November 2000		7	63.10

The final response rate was 63,10 percent, which may be accepted as a good response. According to Welman and Kruger (1999: 152), responses frequently fall below fifty percent. Emory and Cooper (1991: 333) state that thirty percent is an acceptable response rate for postal surveys.

The results of section A of the questionnaire follow in 4.3 below.

4.5 RESULTS OF BIOGRAPHICAL DATA IN SECTION A OF THE QUESTIONNAIRE

Section A of the questionnaire enquired of the respondents as to general information regarding themselves and the pharmacies from which they operated. This information is classed as independent variables or biographical detail and is used to facilitate comparisons with the dependent variables. The dependent variables are the questions in section B of the questionnaire.

The results for section A of the questionnaire are provided in Tables 4.3 to 4.7. A brief discussion of the data is provided following each table.

Table 4.3: Respondents by size of pharmacy

Size of pharmacy	Response frequency	Percentage
0 to 5 employees	20	37.74
6 to 10 employees	14	26.42
11 to 15 employees	9	16.98
16 to 20 employees	7	13.21
21 to 25 employees	2	3.77
26 and more employees	1	1.88
TOTAL	53	100

Source: Results of analysis of pharmacies by size

Table 4.3 shows that most pharmacies that responded (37.74 percent) fell into the group of 0 to 5 employees. The group of between 6 to 10 employees represented 26.42 percent, whilst 11 to 15 employees represented 16.98 percent of pharmacies. Only 18.86 percent of pharmacies had more than 16 employees. Table 4.4 shows an analysis of respondents by magisterial district.

Table 4.4: Respondents by municipal district.

Municipality	Response frequency	Percentage
Despatch	1	1.88
Port Elizabeth	46	86.79
Uitenhage	6	11.33
Total	53	100

Source: Results of analysis of response rate by magisterial district.

Table 4.4 shows that the districts are represented as follows: Despatch 1.88 percent, Port Elizabeth 86.79 percent and Uitenhage 11.33 percent. Although Despatch represented 1.88 percent, it should be noted that there are only two pharmacies in Despatch and one of them returned the questionnaire. Table 4.5 shows an analysis of positions of respondents.

Table 4.5: Position of respondent

Position of respondent	Response frequency	Percentage
Employee	9	16.98
Manager	6	11.32
Co-owner/Manager	13	24.53
Owner/Manager	25	47.17
Other	0	0
Total	53	100

Source: Results obtained from analysis of position of respondent

From Table 4.5 it can be seen that Owner/Managers accounted for 47.17 percent of respondents. Co-owner and Owner/Managers totaled 71.70 percent. This is understandable since the Pharmacy Act states that all directors and owners of pharmacies have to be pharmacists and the questionnaire was addressed to The Pharmacist. Employees and managers without financial interest in the pharmacy accounted for 28.30 percent. In Table 4.6 the gender of respondents is shown.

Table 4.6: Respondents by gender

Gender	Response frequency	Percentage
Male	44	83.02
Female	9	16.98
Total	53	100

Source: Results obtained from analysis of response by gender

Of the respondents, 83.02 percent were males and 16.98 percent were females. Although it is not known how many males or females were in the population and therefore no significance can be attached to the results, what is generally known is that the majority of female pharmacists are in institutional pharmacy.

Table 4.7: Respondents by race

Race	Response frequency	Percentage
Asian	10	18.87
Black	0	0
Coloured	2	3.77
White	41	77.36
Total	53	100

Source: Results obtained from analysis of response rate by race

The largest group of respondents was white (77.36 percent) whilst the Asian respondents accounted for 18.87 percent. There were no black respondents. Two respondents were Coloured, which represented 3.77 percent of those who replied.

4.6 THE VALIDITY AND RELIABILITY OF THE QUESTIONNAIRE USED IN THE STUDY

Leedy (1997: 32) is of the opinion that validity and reliability are phrases used in association with measuring instruments. The integrity of the study is based on the authoritative and creditability of that piece of work and, as such, it is important that the study should meet the demands of validity and reliability. A precise explanation of the concepts will follow with a description of their relationship to the study that was conducted.

4.6.1 VALIDITY

Leedy (1997: 32) continues that validity is concerned with the reliability and efficacy of the measuring instrument. Does it measure what it is intended to measure or not, and how factual is that survey? In the status of this study, does the questionnaire measure what it was intended to measure?

According to Leedy (1997: 33) there are several types of validity. These are:

- **Face validity:** This relates to a subjective validity where the questions are examined to establish their relation to the subject under debate. Face validity refers to whether the questions seem appropriate;
- **Criterion validity:** Here the validity is determined by relating a performance measure to another measure that may be set as a standard against which to measure results;
- **Content validity:** There is a relationship between content validity and face validity and it is the point at which the precision of the instrument in measuring the factors of concern to the survey is assessed;
- **Construct validity:** This is the degree to which the content of the study is measured by the questionnaire. In this situation the content refers to the question, “What are the traits of a successful retail pharmacist”;
- **Internal validity:** This is the independence from prejudice in formulating conclusions originating from the data received;
- **External validity:** This is the extent to which the conclusions reached in the study may be embraced.

In this study, face validity, content validity and construct validity were utilised. In using the above-mentioned validation methods, the opinion of erudite individuals was taken into account in the form of a pilot study. The pilot study was conducted amongst MBA students in the Faculty of Management who are knowledgeable on the subject. In addition, the guidance of a senior lecturer in the same faculty was sought.

4.6.2 RELIABILITY

According to Leedy (1997: 35) reliability is seen as the evenness with which the measuring instrument performs. This implies that, apart from delivering accurate results, the measuring instrument must produce comparable results consistently. Singleton, Straits and Straits (1993: 121) state that reliability may be improved by conducting investigative studies in the sphere of interest or by performing pre-tests on a small sample of individuals similar in uniqueness to the target group. In the study under consideration, both were accomplished by the researcher – in the form of an extensive literature study (see Chapters 2 and 3 of the study) and a pilot survey conducted on colleagues of similar profile to the beneficiaries of the questionnaire. The intention of the pilot study was to make certain that all questions were understandable and pertinent.

4.7 QUANTITATIVE ANALYSIS OF RESULTS OF SECTION B OF THE QUESTIONNAIRE

The questions in section B were designed to measure the consensus of pharmacists in the delimited area with the list of traits proposed in Chapter 2 and discussed in detail in Chapter 3. The study was designed to determine those items listed that received support from the respondents. Items not supported would then be removed from the schedule of traits for successful retail pharmacists. Table 4.8 below shows the responses to the questions.

Table 4.8: Responses to the questions

	QUESTIONS										
	1.1.1	1.1.2	1.1.3	2.1	3.1.1	3.1.2	3.1.3	3.1.4	3.1.5	4.1	5.1.1
STRONGLY AGREE	21	3	28	32	26	24	6	7	3	25	16
AGREE	28	27	18	20	24	23	26	34	15	26	29
UNCERTAIN	1	9	4	1	2	6	14	6	15	1	4
DISAGREE	3	12	2	0	1	0	5	5	9	1	4
STRONGLY DISAGREE	0	2	1	0	0	0	2	1	11	0	0
TOTAL	53	53	53	53	53	53	53	53	53	53	53
SKEWNESS CO-EFFICIENT	.7401	1.363	.9537	.9679	.6086	.4384	1.276	2.066	-.920	.6075	1.140

	QUESTIONS									
	5.1.2	5.1.3	6.1.1	6.1.2	7.1	8.1.1	8.1.2	8.1.3	9.1	10.1
STRONGLY AGREE	18	5	15	19	42	22	26	21	5	17
AGREE	34	23	31	29	11	28	27	29	37	28
UNCERTAIN	1	17	2	3	0	3	0	3	9	7
DISAGREE	0	7	4	2	0	0	0	0	1	1
STRONGLY DISAGREE	0	1	1	0	0	0	0	0	1	0
TOTAL	53	53	53	53	53	53	53	53	53	53
SKEWNESS CO-EFFICIENT	1.190	.5871	1.377	.9097	1.897	.6847	.6113	.7674	1.981	.8544

Source: Results obtained from analysis of Questionnaire

Table 4.9: Percentage Response Table by Question/Category

QUESTION							MODAL CATEGORY	THIRD QUARTILE CATEGORY
		CATEGORY (%)						
		RESPONSE						
		1	2	3	4	5		
	1.1.1	40	53	2	6	0	2	2
	1.1.2	6	51	17	23	4	2	2
	1.1.3	53	34	8	4	2	1	2
	2.1	60	38	2	0	0	1	2
	3.1.1	49	45	4	2	0	1	2
	3.1.2	45	43	11	0	0	1 OR 2	2
	3.1.3	15	49	26	9	4	2	3
	3.1.4	13	64	11	9	2	2	2
	3.1.5	6	28	28	17	21	3 OR 4	4
	4.1	47	49	2	2	0	1 OR 2	2
	5.1.1	30	55	8	8	0	2	2
	5.1.2	34	64	2	0	0	2	2
	5.1.3	9	43	32	13	2	2	3
	6.1.1	28	58	4	8	2	2	2
	6.1.2	36	55	6	4	0	2	2
	7.1	79	21	0	0	0	1	1
	8.1.1	42	53	6	0	0	2	2
	8.1.2	49	51	0	0	0	1 OR 2	2
	8.1.3	40	55	6	0	0	2	2
	9.1	9	70	17	2	2	2	2
	10.1	32	53	13	2	0	2	2

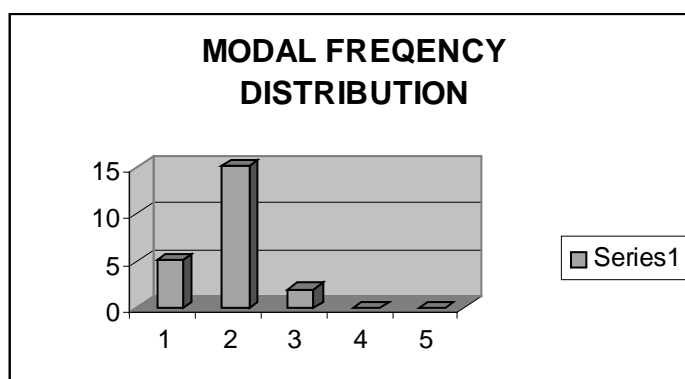
Source: Results obtained from analysis of Questionnaire

Table 4.10: Vote count percentage

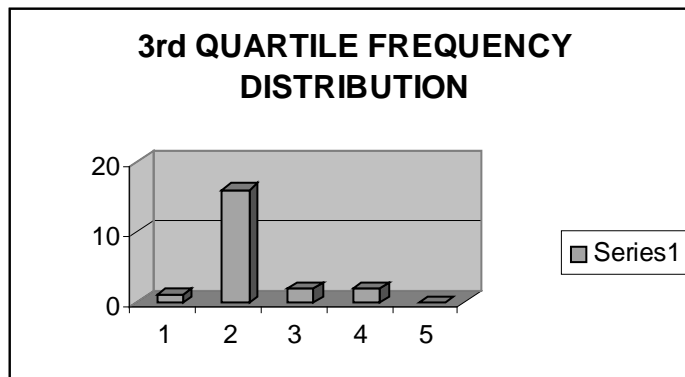
OVERALL VOTE COUNT PERCENTAGE			
STRONGLY AGREE	1	381	34%
AGREE	2	547	49%
UNCERTAIN	3	108	10%
DISAGREE	4	57	5%
STRONGLY DISAGREE	5	20	2%

Source: Results obtained from analysis of Questionnaire

Figure 4.1: Model Frequency Distribution



Source: Results obtained from analysis of Questionnaire

Figure 4.2: 3rd Quartile Frequency Distribution

Source: Results obtained from analysis of Questionnaire

In order to determine the degree of support, the distribution of the data has been calculated using various statistical measures. The statistics have been calculated either manually, with the support of a statistician or by the use of a computer spreadsheet application called Excel 97, running on the Windows 95 suite of computer packages. A discussion of the results and each of the factors is set out below. From the overall vote count, it is apparent that 83 percent either agree or strongly agree with the list of traits proposed by the researcher (Table 4.10). This is further enhanced by the results shown for the Model Frequency Distribution chart Figure 4.1 above and the 3rd Quartile Frequency Distribution chart Figure 4.2 above.

Question 3.1.5 showed that 34 percent supported the contention that pharmacists were risk-takers, 28 percent were uncertain whilst 38 percent thought that pharmacists were not risk takers. It is therefore concluded that although they are not high-risk personalities, they do take calculated risks and are not adverse to risk. The distribution of data has been so calculated to be “skewed” to either the left or the right of the centre point. Singleton et

al (1993: 430) state that in a positively skewed distribution, the mode has the lowest value, followed by the median and finally the mean. A positive skewness has, for this study, been taken to indicate acceptance of the trait, whilst a negative skewness would signify non-acceptance. From Table 4.8, only question 3.1.5 displays a negative skewness, be that it is only marginally off from centre, thus undue risk-taking is not part of the schedule of traits exhibited by successful retail pharmacists.

Question 1.1.2, which states that pharmacists are successful in their business because they are having fun, was not as fully supported. This has been put down to the pressures placed on them by such diverse factors as medical aid reconciliation, a patient depleting their medical aid allowance for medicines at the time the questionnaire was undertaken as well as the aspect of trading doctors.

Question 3.1.3 stated that there was a need to manage the risk to family and social life. This was generally supported (64 percent); while 35 percent were undecided or disagreed that there was a risk to family and social life whilst successfully controlling a pharmacy.

52 percent of respondents agreed or strongly agreed that part of the motivation process was the need to influence others (question 5.1.3), however 48 percent were either uncertain or disagreed with this statement. This need to influence others is apparent in the meetings held between pharmacists and the medical aids and the need to influence the latter's actions to the benefit of the pharmacist.

There was unanimity in answering question 7.1. This question asked whether good communication skills were required for a successful pharmacist. 79 percent strongly agreed and 21 percent agreed that good communication skills were essential for a successful pharmacist.

4.8 SUMMARY

The purpose of this chapter was to set out the planning, the execution and the results of the empirical study. The research population was clearly defined and a questionnaire was prepared based on the list of traits developed from information gained from the literature study. An accompanying letter for the questionnaire was composed and the questionnaire posted to potential respondents. In the discussion reference is made to the fact that a satisfactory response rate was gained through a follow-up with potential respondents after the due date.

The results of the empirical study were then analysed to judge the amount of agreement with the theoretical list that was developed following the literature study. The conclusion that can be reached from the empirical study is that there is substantial support for the factors contained in the theoretical list of traits. There is either unanimous agreement or a positive coefficient of skewness for all the statements apart from question 3.1.5, which has been removed as a trait from the schedule of traits compiled. In the following chapter the theoretical list of traits for successful retail pharmacists will be confirmed, recommendations made and conclusions drawn.

CHAPTER FIVE

AN INTEGRATION OF THE FINDINGS OF THE EMPIRICAL SURVEY WITH THE THEORETICAL LIST DEVELOPED FOR THE STUDY, AS WELL AS A SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

The purpose of this chapter is to combine the data obtained from the empirical survey with the schedule of traits developed from the literature study. To achieve this, the data of the quantitative analysis is studied to ascertain whether there is inadequate support from the respondents for any statement in the questionnaire. Statements receiving inadequate support would be removed from the schedule of traits. Once the results obtained from the empirical study and the list of traits of successful retail pharmacists have been integrated, a summary of the study will follow and recommendations as to other areas of research and potential problems encountered in this study will be presented. Finally, conclusions will be drawn.

5.2 AN INTEGRATION OF THE FINDINGS OF THE EMPIRICAL SURVEY WITH THE THEORETICAL SURVEY DEVELOPED FOR THE STUDY

A theoretical schedule of traits of successful retail pharmacists was developed through a study of information gained from secondary sources. The theoretical list developed resolved the first sub-problem of the study. This dealt with identifying the traits displayed by a successful retail pharmacist. Based on the information acquired to resolve sub-problem one, a questionnaire was developed using the list of traits of successful retail pharmacists as the basis for the questionnaire. This questionnaire was designed to resolve sub-problem two, what retail pharmacists believe are the traits of a successful retail pharmacist. This opinion was sought from pharmacists in the Greater Port Elizabeth/Uitenhage Metropole.

5.2.1 A REVIEW OF THE QUANTITATIVE ANALYSIS OF RESULTS WITH A VIEW TO THE CONSIDERATION OF THE ELIMINATION OF FACTORS WITH WEAK SUPPORT

An examination of the quantitative results in Table 4.8 shows that, apart from question 5.1.3, there was a positive coefficient of skewness for the rest of the statements in the questionnaire. This means that each of the remaining statements showed that respondents either strongly agreed or agreed with the statement.

This means that there is support for the schedule and only the statement, which suggested that pharmacists should be gamblers or high-risk takers, should be deleted. The next section deals with the finalisation of the list of traits for successful retail pharmacists.

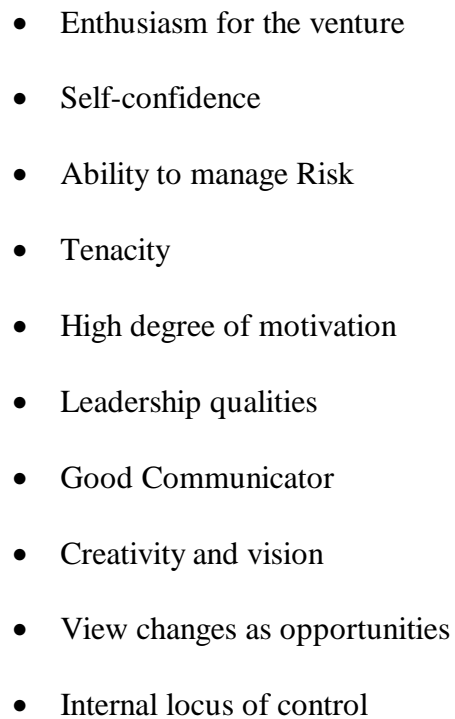
5.2.2 A LIST OF TRAITS EXHIBITED BY SUCCESSFUL RETAIL PHARMACISTS

The objective of this study was to develop a schedule of traits displayed by successful retail pharmacists in the Greater Port Elizabeth/Uitenhage Metropole. A process consisting of the following three steps has achieved this objective:

- A theoretical schedule of traits for successful retail pharmacists was developed from a study of relevant literature;
- The population of pharmacists in the area was surveyed by means of a questionnaire developed from the literature study, in order to measure the degree to which they agreed or disagreed with the list of traits;
- The results obtained from the empirical survey were integrated into the theoretical list to derive a final schedule of traits displayed by successful retail pharmacists.

The Final list of traits displayed by successful retail pharmacists is shown in Figure 5.1.

Figure 5.1: Proposed Set of Traits for Successful Retail Pharmacists

- 
- Enthusiasm for the venture
 - Self-confidence
 - Ability to manage Risk
 - Tenacity
 - High degree of motivation
 - Leadership qualities
 - Good Communicator
 - Creativity and vision
 - View changes as opportunities
 - Internal locus of control

Source: Developed from the results of the empirical study

It can be seen from Figure 5.1. that the final schedule is the same as the list that was developed from the overview of the literature as a result of that schedule receiving strong support from the respondents in the empirical survey.

5.3 SUMMARY

In the previous section the results obtained from the empirical survey were integrated with the theoretical model developed in the literature study of this research. This has

resulted in the development and confirmation of the schedule of traits exhibited by successful retail pharmacists that is shown in Figure 5.1.

5.3.1 RESEARCH METHOD

The main problem to be resolved in this study was: ‘What traits are exhibited by successful retail pharmacists?’ The motivation behind this study is the pressure being placed on newly qualified pharmacists seeking to establish their own pharmacies. Apart from a pharmaceutical knowledge, what traits do they need to possess or possibly acquire to ensure that they will have a greater degree of success in their business future?

In the light of the above, it is felt that research, specific to the traits of successful retail pharmacists in the Greater Port Elizabeth/Uitenhage Metropole, would be of use to those newly qualified pharmacists who wished to enter the retail field of pharmacy. The basis for the research was a literature study conducted on four theories of entrepreneurship. Based on a common thread a theoretical schedule of traits exhibited by successful entrepreneurs was developed. Thereafter, a discussion of each of the traits exhibited by the successful entrepreneur was conducted in detail. Based on this examination, a questionnaire was developed and posted to the pharmacies falling in the demarcated area of research. Upon receipt of the completed questionnaires from the respondents, the results were tabulated and a statistical analysis, using either a Microsoft Excel spreadsheet or by means of manual calculation, was conducted. The results were tabled and analysed and the degree of support or disagreement of the schedule noted.

5.3.2 RESULTS OF THE LITERATURE STUDY

The results of the literature study are briefly discussed below according to the procedure followed.

The literature study of secondary sources of the four theories of traits of entrepreneurs revealed the following:

Lambing and Kuehl (1997: 12) in their "Traits for Successful Entrepreneurs" highlighted several characteristics, which they considered necessary for successful businesspersons.

These traits were utilised by the researcher to be incorporated into the final questionnaire and the proposed schedule of characteristics. These factors are as diverse as:

- A passion for business: No enterprise can promote and create new opportunities.

Without the passion and commitment to the business, failure will ensue.

- There must be tenacity: Since business is subjected to many pressures both from within and without. The entrepreneur must be tenacious enough to withstand these pressures.

- Self-confidence is of paramount importance: Without confidence the entrepreneur will lack the drive and optimism to grow the venture.

- Creativity: The ability to circumvent problems and the possession of the competence to be innovative is essential to in business development.
- Managing risk: This is in many forms and is not only the financial risk of an enterprise that the entrepreneur has to manage. The above traits have been incorporated into the proposed schedule of traits for successful retail pharmacists.

Bowler and Dawood (1996: 2) in their "Characteristics for Successful Entrepreneurs" are less specific in the designation of particular characteristics. They tend to generalise to a greater extent but they do, however, mention the courage to continue in adversity, able to adjust to the environment, and are more prepared to take risks than others. Bowler and Dawood (1996: 2) continue that entrepreneurs are able to identify business opportunities, which corresponds to the researchers opinion that entrepreneurs view change as an opportunity.

Fox and Maas (1997: 12) in their "Central Characteristics of Successful Entrepreneurs" also reiterated the specific characteristics of the successful entrepreneur. These distinctive features listed have also been utilised.

- Motivation: This is essential for the continued growth of the enterprise. The entrepreneurs must strive to motivate both themselves and all employees in order to achieve targeted growth.

- The possession of a high internal locus of control ensures that the entrepreneur realises that they are the masters of their own fate. risk taking, creativity, confidence and vision reinforce the schedule drawn up by the researcher.

Fox and Maas (1997: 12) mention ethics, integrity and a holistic approach as characteristics of entrepreneurship. These factors are similarly built into the standards, which are laid down in the Pharmacy Act No.53 of 1974 and contained within the section of Good Pharmacy Practice.

The distinguishing features of entrepreneurs characterised by the work of Bowler and Dawood (1996: 2) and that of Fox and Maas (1997: 12) have similarly led to the compilation of the questionnaire.

Timmons' in the " Six Dominant Themes of Entrepreneurship" has refined the characteristics of the entrepreneur to only six (Timmons 1999: 220). It is the opinion of the researcher that this schedule has consolidated several of the traits. An example is the combination of traits such as creativity, self-reliance and ability to adapt.

A trait, which appears to be missing from those listed by the authors mentioned above, is that of being a good communicator. It is the opinion of Berger (2000: 21) that it is essential for a retail pharmacist to be a good communicator. The communication can be either verbal or non-verbal. An essential component of the leadership process is the

parting of information and superior communication skills are required. This has accordingly been added to the questionnaire.

From this, a list of traits was developed. The questionnaire was drawn up using the developed theoretical schedule of traits exhibited by successful retail pharmacists. The questionnaire was then mailed to the pharmacists, who are regarded as knowledgeable, at pharmacies whose address was supplied by the Cape Midlands Branch of the Pharmaceutical Society of South Africa. The questionnaire was developed using a five point Likert-type scale to facilitate statistical analysis of the responses.

The results obtained were subjected to a quantitative analysis. The coefficient of skewness, the modal frequency distribution and the 3rd quartile frequency distribution were all statistical methods to determine the degree or extent of concurrence with the theoretical schedule of traits. Apart from question 5.1.3, all showed a positive agreement with the schedule, this indicates that there was a general trend of agreement throughout the traits exhibited by successful retail pharmacists. This led to the retention of all the traits except that of being high-risk takers.

The completion of the opinion survey and the subsequent analysis of the data, resolved the first sub-problem of the study identified in Chapter 1, namely, 'What traits does the literature study reveal are central to being a successful entrepreneur?' The results of the empirical study supported the theoretical list in Figure 2.3, which is the same as the final schedule shown in Figure 5.1.

5.4 RECOMMENDATIONS

The results of the study have identified certain areas that need particular attention. A discussion of these factors follows.

5.4.1 TYPES OF QUESTIONS USED

The questions in the study were all closed-ended questions requiring a response in terms of a five point Likert-type scale except for the last question 11.1. This required the respondent to list any other traits that they thought required special mention. Of the 53 respondents 8 (15 percent) made additional comments. These comments were diverse, mentioning such factors as stress control, level headedness, staff communication, community involvement, absolute honesty, recognising limitations, ability to analyse a situation, luck, financial control and management, outgoing attitude, adaptability and communication skills. It is the opinion of the researcher that all the above points had been adequately addressed in the formulation of the questionnaire. A specific respondent typified the burden placed on pharmacists and the degree to which they are restricted by law by listing the following under the heading of other factors; Too much control on pharmacists, stop trading doctors and give the pharmacist more freedom of discretion in the working environment. These are not traits of pharmacists and were disregarded from the survey.

5.4.2 POPULATION

The population used in the study numbered 84. This may be too small and possibly the total population of retail pharmacists in the Western Region of the Eastern Province should have been surveyed. Despite the study receiving 63 percent response, the sample is small. If all retail pharmacists in the Western Region of the Eastern Province had been surveyed, the reliability of the study would have been increased.

5.4.3 APPLICATION OF THE STUDY

It is recommended that newly qualified pharmacists, prior to entering the retail aspect of pharmacy, study the schedule of traits for successful retail pharmacists, in order to ensure that their personalities correspond as closely as possible to the ideal. It is further recommended that a psychometric test be developed to ascertain whether an individual is suitable for retail pharmacy. A pharmacist whose personality is at variance with these characteristics should rather enter the institutional or manufacturing sectors of pharmacy.

5.5 CONCLUSIONS

From the above it is evident that there was acceptance of the list of traits exhibited by successful retail pharmacists from the Retail pharmacies in the Greater Port Elizabeth/Uitenhage Metropole. The retail pharmacist is viewed as an entrepreneur in the light of the desire and apprehension to be self-employed. They also possess the vigour,

enthusiasm, self-motivation, personal commitment, doggedness when under pressure and the ability to triumph over barriers.

In conclusion, however, it is important to remember that the successful retail pharmacist does not work alone and must bring the traits and skills that they possess to the work environment in order to communicate, motivate and enthuse their own employees.

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ANNEXURE 4.1**QUESTIONNAIRE ON A LIST OF TRAITS OF
SUCCESSFUL RETAIL PHARMACISTS**

SECTION A: DEMOGRAPHIC DATA

This section of the questionnaire is purely for statistical purposes.

INSTRUCTIONS

Please place a cross (X) in the appropriate box.

1. How many employees does your pharmacy have in total?

☐

0 to 5

☐

6 to 10

☐

11 to 15

☐

16 to 20

☐

21 to 25

☐

26 and more

2. In which municipal area is your pharmacy?

☐

Despatch

☐

Port Elizabeth

☐

Uitenhage

3. What position do you hold in the pharmacy?

☐

Employee

☐

Manager

☐

Co-owner/Manager

☐

Owner/Manager

☐

Other

4. What is your gender?

☐

Male

☐

Female

5. Your race?

☐

Asian

☐

Black

☐

Coloured

☐

White

SECTION B: INTRODUCTION

This study is based on the assumption that there are certain traits possessed by successful retail pharmacists. This study is being undertaken among retail pharmacies in the Port Elizabeth/Uitenhage area. The researcher concerned with this study has developed a model of traits for successful pharmacists.

The questionnaire is planned to ascertain the degree to which pharmacists agree with the model or not.

A definition of traits for the purpose of this study is as follows:

- **A distinguishing feature or quality possessed by an individual.**
- **The employment of specific mental attitudes and actions in a definite manner, which is able to stimulate, motivate, and emphasize the kind of vigour and entrepreneurial culture whose self-fulfilling prophecy is victory.**

INSTRUCTIONS FOR COMPLETING SECTION B OF THE QUESTIONNAIRE

1	=	STRONGLY AGREE
2	=	AGREE
3	=	UNCERTAIN
4	=	DISAGREE
5	=	STRONGLY DISAGREE

1. INDIVIDUAL TRAIT FACTORS

The model proposes that successful retail pharmacists bring a particular set of individual traits to the pharmacy that can affect the ultimate degree of success obtained.

Please indicate the degree to which you agree/disagree with the following statements?

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1.1 Enthusiasm for the business is a trait for a successful pharmacist because of:					
1.1.1 A feeling of controlling own destiny	1	2	3	4	5
1.1.2. A feeling of having fun	1	2	3	4	5
1.1.3 The fact that success is dependent on own actions	1	2	3	4	5
2.1 Self-confidence is a trait for a successful pharmacist	1	2	3	4	5
3.1 The ability to manage risk is a trait for a successful pharmacist because of:					
3.1.1 The need to manage financial risk	1	2	3	4	5
3.1.2 The risk in starting a new pharmacy	1	2	3	4	5
3.1.3 The effect on family and social life	1	2	3	4	5
3.1.4 The possible effect on future career	1	2	3	4	5
3.1.5 Their nature of a high risk personality	1	2	3	4	5

	Strongly Agree	Agree	Uncertain	Disagree	Strongly disagree
4.1 Tenacity in the face of adversity is a trait for a successful pharmacist	1	2	3	4	5
5.1 Motivation is a trait for a successful pharmacist because of:					
5.1.1 The need for financial security	1	2	3	4	5
5.1.2 The need to achieve and satisfy	1	2	3	4	5
5.1.3 The need to influence others	1	2	3	4	5
6.1 Leadership is a trait for a successful pharmacist because of:					
6.1.1 The need for good judgment	1	2	3	4	5
6.1.2 The need to encourage and inspire others	1	2	3	4	5
7.1 Good communication skills are essential for a successful pharmacist	1	2	3	4	5
8.1 Creativity and vision are traits of a successful pharmacist because they are:					
8.1.1 Able to foresee the need to reposition their business	1	2	3	4	5
8.1.2 Able to foresee the need for change	1	2	3	4	5
8.1.3 Able to adjust to circumstances	1	2	3	4	5

	Strongly Agree	Agree	Uncertain	Disagree	Strongly disagree
9.1 Pharmacists regard the need for change as an opportunity	1	2	3	4	5
10.1 Internal locus of control. (I shall control the situation) is a trait shown by successful pharmacists?	1	2	3	4	5
11.1 Other factors? Please list					
11.1.1	1	2	3	4	5
11.1.2	1	2	3	4	5
11.1.3	1	2	3	4	5

Thank you for completing the questionnaire.

ANNEXURE 4.2

10TH November 2000

For attention: The Pharmacist

Dear Colleague

SURVEY ON TRAITS POSSESSED BY SUCCESSFUL RETAIL PHARMACISTS

Please find attached a questionnaire relating to the above. Your assistance in completing the questionnaire by the 24th November 2000 would be greatly appreciated. Completion of the questionnaire should take no more than 15 minutes of your time.

When complete please forward to the undersigned in the self-addressed envelope provided.

If you wish to receive a copy of a summary of the findings, please indicate and it will be forwarded to you in due course.

Your kind co-operation is greatly appreciated

G.M.Melamed

MBA Student

