Entrepreneurial Skills Assessment of Expatriates in Abu Dhabi (U.A.E)

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***Abstract*— The main aim of this study is to examine the Expatriate entrepreneurship skills which motivate them to turn into a successful entrepreneur. United Arab Emirates has always welcomed Different expatriates no matter what color, religion, language sex or nationalities. And at present also United Arab Emirates is welcoming all the expatriates warmly and providing very huge opportunities for the Expatriates. United Arab Emirates is a welcoming landscape for startups. United Arab Emirates has a diverse economy which is a very huge opportunity for an entrepreneur. Only very few of the expatriates truly turn into a successful entrepreneur and the rest are still struggling for their living and to turn into an entrepreneur. The concept of Entrepreneurship skills is constantly growing, more over in today's busy and competitive schedule, proper entrepreneurship skills can contribute hugely to overall prosperity of the individual as well as the economy of United Arab Emirates. Entrepreneurship skills are classified into technical skills, Entrepreneurial skills, Managerial skills, personal maturity skills and emotional skills. An expatriate entrepreneur should equally balance these five skills in order to become successful. Many authors have examined the entrepreneurship skills but up to date no studies has been conducted in expatriate entrepreneurship skills in United Arab Emirates. This may be because of the lack of information's. The research aims to focus on the Entrepreneurship skills of Expatriate which will turn them to become a successful one and the ways to develop them. The data is obtained from Quantitative collection method by direct interviews, which may be structured, semi- structured or unstructured. This study collected information from primary data and secondary data also. The collected data will be analyzed using statistical package for social science software (SPSS). The study adopted statistical tool Chi Square Test. The study further discusses the ways to improve the skills by Development and training programs. The study also discussed about the training programs, in which models are considered to study into the relationship between the entrepreneurs, entrepreneurship skills, and the market. This study concluded that to become a successful entrepreneur in United Arab Emirates, Expatriates should have a strong entrepreneurship skill which can be developed by undergoing training. The author thus submitting a theoretical study of expatriates entrepreneurship skills required by entrepreneurs to become a successful entrepreneurs in United Arab Emirates .Only if the Entrepreneurial Skills are developed and focused on, the Expatriates can develop into a successful Entrepreneurs. And when that expatriate turns into a successful entrepreneurs it will boost the economy of Abu Dhabi (United Arab Emirates) and provide more opportunities for employment and growth of New Entrepreneurs.**

***Index Terms*— Entrepreneurs, Expatriate Entrepreneurs, Entrepreneurship, Entrepreneurship skills, Development programs, successful entrepreneurs.**

I. INTRODUCTION

This study examines the Entrepreneurship skills in a Successful Entrepreneur. This study will focus on the major Skills required to become a successful Entrepreneur and the training methods and programs offered for the Development of an Entrepreneur in Abu Dhabi. The main aim is to educate a business student how to develop the Entrepreneurship skills through training and how to implement it. Scholars encounter a variety of theoretical and practical problems studying this. Entrepreneurship plays an eminent function in creating avenue for employ ability for all communities, providing self-employment for whoever has started up their own business and enhancing the statues of Abu Dhabi. Entrepreneurship skills have completely transformed Entrepreneurs into a perfect and successful business person and also have generated income for the Economy of Abu Dhabi.

The word entrepreneur comes from the French verb entreprendre which means to undertake. This is a definition most of the economists give and we all have studied in school. Entrepreneur is a person who runs his own business, assuming all the risks and rewards of the venture. An entrepreneur is defined as an innovator by most of the economist. An entrepreneur is a source of new ideas, goods, services and procedures. There are three economists who are very famous and have commented about entrepreneurs, which is a true reality. Joseph Schumpeter stated that Entrepreneur are not just companies, they are individuals responsible for the creating of new things in the search of profit. Knight stated that entrepreneurs as the bearers of uncertainty and believed they are the main person who is responsible for risk premiums in finance markets. Kirzner stated that entrepreneur is a person whose activity leads to discovery. Entrepreneurs face lots of obstacles in each stage of their business. The most challenging obstacles are overcoming bureaucracy, hiring talent and

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obtaining finance. All these obstacles need to be handled equally to turn into a successful entrepreneur. To handle these obstacles an expatriate entrepreneur should follow the entrepreneurial skills. In economist-speak, an entrepreneur acts as a coordinating agent in a capitalist economy. This coordination takes the form of resources being diverted towards new potential profit opportunities. The entrepreneur moves the resources, both tangible and intangible promoting capital formation.

Entrepreneurship is a long journey of opportunities. One should understand the opportunities and grab it. He or she should utilize the opportunities in the apt way by planning. Entrepreneurship is also a risk management to create value for profit and social good. U.A.E has defined Entrepreneurship as Entrepreneurial spirit. Entrepreneurial spirit is a mindset. It is not the matter of number of Businesses that are launched that matters so much, it is the number of people that consider to start a business matter U.A.E. In U.A.E, everyday is World Entrepreneurs day. The UAE has certainly attained the title of being a 'global hub' given its knack to attract expatriates from all over the world, offering a platform for anyone who has innovation to be brought forth, or help bring disruption to create better lifestyle solutions for residents. The UAE's leadership is largely responsible in creating an environment that embraces entrepreneurship, innovation and digital adoption. Embracing entrepreneurs as well as creating a "digital friendly" environment is proving to be an effective strategy for the UAE government, and is helping attract regional and international investments, said Antoine Massad, chairman of AJM International and chairman of Beco Holdings. To start a venture in Abu Dhabi is difficult and to be successful at the same time is even more difficult. No pain no Gain is the policy.

This study Of Entrepreneurship skills will aid the existing Entrepreneurs and upcoming entrepreneurs to gain a better understanding of how to become a successful Entrepreneur and motivate them more. This study will surely show the route to become a successful Entrepreneur. This study will show all the Entrepreneurship development Programs and their training centers in Abu Dhabi to bring out more Successful Entrepreneurs. This study will surely help to boost the economic status of Abu Dhabi. This study will be guide for the entrepreneurs which can help them to start their new venture or promote their existing venture especially in Abu Dhabi. This study can be a reference for all Business students, Business Researchers, young developing Entrepreneurs, Existing Entrepreneurs, Expatriate Entrepreneurs and the society (Abu Dhabi).More than any profession, the Contribution of Entrepreneurs towards Abu Dhabi is more, so this study will surely help to increase the number of Expatriate Entrepreneurs in Abu Dhabi.

II. LITERATURE REVIEW

"A study carried out on the Environments for Entrepreneurship development by Devi R. Gnywali in 1994 in the University of Pittsburgh.[1] " This research studies on the Entrepreneurship Environment. Mainly focus that on the Environmental factors affecting the Entrepreneur. He quoted that "Entrepreneurial Environment as a combination of factors that play role in the development of Entrepreneurship. This study has focused on the Government Policies, Procedures, Socio Economic Conditions, Entrepreneurial skills, financial support, Non- financial Support also. This study explains the Models of Entrepreneurial Environments.

"Sankaran Venkataraman conducted a study in the Distinctive Domain of Entrepreneurship research.[2] " This study focuses on the opportunities available for the Entrepreneur in the market, The non- existence of markets and the existence of Entrepreneurships, the different modes of organizations and their time of performances. This study focuses in the ability to establish connections between specific knowledge and a commercial opportunity.

"Claudio Michelacci conducted a study on the Low returns in R & D due to the Lack of Entrepreneurship Skills in 2002 (USA).[3] " This study reveals the fact that Innovation should be promoted by encouraging Entrepreneurship rather than research, because the lack of Entrepreneurship skills leads to Low returns in R & D.

"M B Sarkar conducted a study in 2001 in the Topic Alliance Entrepreneurship and Firm Market in USA.[4] " This study was conducted in two stages using Discovery oriented approach. This study investigates the effects of alliance proactiveness on market based firm performance. He explains that Alliance Proactiveness, the extent to which an organization engages in identifying and responding to partnering opportunities. This effect is tested within a contingency framework, with size and perceived environmental uncertainties and using data's.

"Edward P. Lazear conducted a study in 2004 in the Topic Balanced Skills and Entrepreneurship.[5] " This study focused on the different balance skills required for a Entrepreneur. This study focuses on Specific sector, for example for a small Restaurant Entrepreneurs, this study focuses what skills will be useful and will balance him with his work strategy. It also focuses the Income of Entrepreneur and Income of a Specialist with balance skills of an Entrepreneur.

"JB Cunningham conducted a research in the topic Defining Entrepreneurship.[6] " This is a pretty vast topics and very useful for this research and the Managerial schools. This study is mainly carried out focusing the different business schools. This study has explained Entrepreneurship using models of 6 different schools. This study also used action research methods. This study revealed that an Entrepreneur should be a great person, Good Psychological Characteristics, Good Creativity, good managerial skills, good leadership skills and good Entrepreneurship/ Innovative skills.

"M Gopal conducted a research on the topic Women Entrepreneurship in India- their problems and prospect. [7] " This study is conducted in 2011, in India. This study focuses on 1] the concept of Women Entrepreneurs. 2] Reasons Women become Entrepreneurs. 3] Reasons for slow progress of women Entrepreneurs in India. 4] Suggestions for the

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growth of Women Entrepreneurs and 5] Schemes for promoting and development of Women Entrepreneurs in India. Statistical reports were taken from the Government sectors.

"A very important research conducted in the GCC by Arijit Sikdar on the topic Factors influencing Entrepreneurial value creation in the U.A.E.[8] " This study mainly focuses on the Factors that would facilitate the process of Entrepreneurial value creation. It focuses on the various processes that an Entrepreneur undertakes in creating his Business venture. This study confessed that there is lack of Institutional support for Entrepreneurs, relating to training, Mentoring and information availability which hinders the Entrepreneurs to be successful.

"Another study conducted by Rabia Naguib in 2015 on the topic Female Entrepreneurship in the U.A.E.[9] " A multi-level Integrative Lens. This study focuses only on the Female Entrepreneurs only. Focuses on the factors affecting Women Entrepreneurs only. This study used Analytical and Qualitative Research Methodology.

"Bill J. Bonnstetter, 2012 Conducted a research on the topic Who would become Serial Entrepreneurs.[10] " The study focused on a Target Training International Firm. This research was tested by analyzing the 5 Skills: - Persuasive, Leadership, Personal Accountability, Goal Oriented and interpersonal Skills. The conclusion was that "to be a Serial Entrepreneur one should have the skill of Persuasion".

"William L. Smith, Ken Schallenkamp and Douglas E. Eichholz Conducted a research on Entrepreneurial skills and small Business Education.[11] " This research mainly focused on the Seventeen Skills required for Entrepreneurial Activities. These Seventeen Skills were ranked accordingly from different category Entrepreneurs. The study concluded that out of these Seventeen skills there are nine skills that are very import and must needed for the Entrepreneurial Activities. The Nine skills recommended by this research is Operational Skills, Management Skills, Financial Skills Accountability Skills, Marketing/ Sales Skills, Business concept , Creativity, Environmental Scanning and Supplier/ Raw Materials Skills.

"Copenhagen, 2012 Conducted a research in Entrepreneurial skills for Growth – Oriented Business.[12] " This study focused on workshop of Small Enterprise. This study focused on the Barriers of Growth that is the external barriers and internal barrier of growth of the firm. Where external factors include Labour market condition, competition, Government policies, Economic Climate, Legislation and access to market. And on the other side internal barriers include Motivation factors, Management Capabilities, Funding, Shortage of Orders, Marketing Capacity and poor Product or services and the skills. This study also pointed the factors influencing the Growth in Small Firm. This study concluded that there should be training at each workshop for the growth of the firm.

Most of the researches are carried out in the topic "Entrepreneurship" but there are hardly very few researches done in Entrepreneurship skills of people and that is the reason for choosing of this Topic which will be of help to the aspiring entrepreneurs. This topic is very wide and vast. This topic is very informative and useful for all Expatriates who are or aspiring to become entrepreneur, Start ups and the policy makers who can design appropriate training programs accordingly.

III. CONCEPTUAL FRAMEWORK

The Literature review provides us a wider scope to construct conceptual framework for effective explanation of this research.

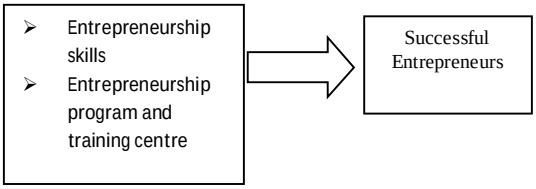


Fig. 1. Connection Framework

IV. RESEARCH

The limitations of Entrepreneurship skills have given birth to the new trend in Entrepreneurship skills development program, the four significant developments made in the entrepreneurship skills of expatriates are developing a more talented and challenging entrepreneur, Creating a more flexible entrepreneurship development programs, Improving the capability of understanding the U.A.E market and Understanding the relationship between the trend and the market.

The reason behind selecting this topic is to develop more new Entrepreneurs, help in the Economic Growth and development of Abu Dhabi and other countries, Boost the confidence level of the Existing Expatriate Entrepreneurs, and to show the correct route for the upcoming entrepreneurs and to promote Expatriates to start a venture in Abu Dhabi. The other reason to select this Topic is to provide a great amount of knowledge to the Business management students. This can be very useful for Managerial studies also. Entrepreneurship is the Engine of Innovation. Entrepreneurship Skills can be classified into two. Entrepreneurship processes and Entrepreneurship Traits Behavior. The Skills are classified into:-

Technical Skills
Entrepreneurial Skills
Managerial Skills
Personal Maturity Skills
Emotional Skills

Fig. 2. Classification of entrepreneurial skills

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This research will adopt Qualitative research. The study is designed to examine the secret behind successful Entrepreneurs. To analyze the impact of Entrepreneurship skills on entrepreneurs this leads to their success. What is motivational Factor, what is the inspiration factor? The most famous and common method used to generate data in Qualitative research is an interview which may be structured (personal/direct), semi- structured or unstructured. This study is designed to study the framework of the Entrepreneurship skills to ensure a successful entrepreneur in Abu Dhabi. The research methodology adopted qualitative methodology to carry out the research work, Sample Entrepreneurs, data collection method and data analysis. This study seeks to contribute hugely for the development of the economy Abu Dhabi. Only if the economy is Abu Dhabi is being developed, it will open up huge opportunities to upcoming youngsters by providing huge employment opportunities and also motivate the youngsters to turn into the field of entrepreneur.

The main research objective of this study is. To explore the Entrepreneurship skills of Expatriates in Abu Dhabi. To study the challenges faced by the Entrepreneurs in U.A.E. To propose suitable training programs (Entrepreneurship Development and Training Programs EDP) to build up the best Entrepreneurship skills in an individual and make them good and successful Entrepreneurs. To access the critical skills that lead to a successful entrepreneurship. The primary data required for the study will be collected from the sample entrepreneurs at their business enterprise or place convenient for them. The interview contains two divisions. In the first section queries will be posted to collect information on demographic and socio- economic profile of the sample Entrepreneur. This will cover their gender, age, marital status, educational qualification, turnover of business. Queries for which the sample Entrepreneur is not comfortable will be excluded. In the Second section, queries related to the factors that motivate them and their job satisfaction will be discussed. These variables will be considered/ measured on the basis of Likert five point scale, like strongly agree, Agree, Partially agree, Disagree and strongly disagree. Entrepreneurs will be interviewed accordingly. The research being carried out is quit informative.

TABLE I. SECTORAL BREAKDOWN OF THE SAMPLE

Sector	Number of Entrepreneurs
Highly successful Entrepreneurs	12
Average Successful Entrepreneurs	20
New/ unsuccessful entrepreneurs	30

Direct interviews, will be used focusing on the emotional factor, success factor, Behavioral factor and little of Market factor.

V. FINDINGS AND LIMITATIONS

The collected Information's will be arranged, classified and organized as per the logic, similarities, uniqueness and methodology. For the final conclusion the study has adopted the chi Square analysis from the data's collected by direct interview and questionnaires. Chi Square analysis is selected as it shows a relationship between two types of variables numerical and non- numerical variables. And in this study there are variables related to numerical when it comes to questionnaires and non- numerical when it comes to Direct interviews. But at the same time these information's have some limitations of being biased. There are chances for minor difference in the interpretation. This study also has a major limitation of selecting the entrepreneurs. This study does not describe the entrepreneurship skills or training programs. This study only focuses on the concept of Entrepreneurial skills that are mandatory to become successful entrepreneurs.

It's being concluded that there is a strong relationship between the Entrepreneurial skills and the Entrepreneur. Without a proper entrepreneurial skill no entrepreneur can be successful. Either the entrepreneur has to develop his skills or remain an unsuccessful entrepreneur his whole life. This fact also confirms that entrepreneurs have strong bond with the market also. Hence it is advisable to undergo Entrepreneurship development programs to develop or train their entrepreneurial skills. Knowing this feedback the Governments of U.A.E has already started development programs for Entrepreneurs. These programs are conducted in the U.A.E University.

If an entrepreneur follows these entrepreneurial skills he or she can for surely be a reason for the growth of the economy of Abu Dhabi (United Arab Emirates) and provide lot of employment opportunities. He or she can be a motivating factor for all the other upcoming new entrepreneurs.

The U.A.E government is trying its maximum best to support the entrepreneurs by providing the best Entrepreneurship development programs at the best University. The U.A.E Government has contributed its part with focusing the Community (Inhabitants), Place of ease to train, the stages of learning (Primary stage, secondary stage and lifelong learning stage), Health and the economic opportunity. Entrepreneurship is the most transformative force on Earth for solving big problems, creating social change and spurring economic growth.

VI. DISCUSSIONS

Entrepreneur is a very vast, upcoming and growing topic, in which the research can never end. It can only result in the ending of another research question or discussion. So when it comes to Entrepreneurs, it is mandatory to discuss the entrepreneurial skills otherwise it makes no sense of completion. An entrepreneur is incomplete without proper entrepreneurial skills. This study will surely raise another research question like "Can these skills be developed or is it in born". This research can also raise another discussion of

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"What is meant by successful entrepreneur". This study can also raise another question "if these problems are only faced by expatriates only or Locals". Another research Question can be "if these training programs are developed or in born." Hence it can be concluded with the arising of such concept for the research.

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