Research Article

The Impact of Culture, Planned Behavior, and Entrepreneurial Motivation on the Entrepreneurial Intentions of Business Management Students in Chiang Mai, Thailand.

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Abstract

The purposes of this research were to study the significance of cultural dimensions, planned entrepreneurial behavior, entrepreneurial motivation, and entrepreneurial intention among undergraduate business management students; and examine the consistency of the structural equation model of entrepreneurial intention and propose strategies to foster entrepreneurial intention among the students. As a mixed-methods approach, combining both quantitative and qualitative research methodologies, the participants of the quantitative study consisted of 400 undergraduate business management students in Chiang Mai selected by using simple random sampling, and the data were collected by using a questionnaire. The data were analyzed using structural equation modeling (SEM). The qualitative research was conducted in a focus group discussion with a target group of 10 people by using purposive sampling.

The findings indicated that the participants thought that the most important factors were entrepreneurial intention, planned entrepreneurial behavior, cultural dimensions, and entrepreneurial motivation, respectively. It was also found that the structural equation model was consistent with empirical data (χ^2=0.734, df=1, χ^2/df=0.734, P-value=0.392, GFI=0.999, CFI=1.000, RMSEA=0.000, RMR=0.003). The study revealed that planned entrepreneurial behavior had the greatest overall influence on entrepreneurial intention, followed by cultural dimensions and entrepreneurial motivation, all of which were statistically significant at the 0.05 level. In addition, the findings from the quantitative study were consistent with those from the qualitative investigation. In

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particular, the qualitative evidence highlighted that cultural dimensions play a significant role in shaping entrepreneurial intention-especially in contexts where businesses are closely tied to local traditions and culture, such as family enterprises, cultural tourism, and handicraft production. Three key strategies were proposed for fostering entrepreneurial intention: cultivating a culture that values independent thinking and business ownership, developing positive attitudes towards entrepreneurship, and enhancing motivation to encourage readiness for entrepreneurial ventures. This study serves as a crucial foundation for driving a modern economy powered by innovation and creativity, fostering a society of opportunities where individuals can establish and sustain their own businesses.

Keywords: National Culture, Planned Behaviors, Entrepreneurial Motivation, Entrepreneurial Intention

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Introduction

Thailand's 13th National Economic and Social Development Plan (2023–2027) emphasizes the restructuring of the production and service sectors toward an innovation-driven economy. This initiative aims to enhance the competitiveness of key industries by aligning them with technological advancements and contemporary societal needs while ensuring environmental sustainability. Furthermore, the plan seeks to integrate local economies into broader value chains and foster human capital development for the modern world. The strategy involves equipping Thai citizens with essential knowledge, behavioral competencies, and socially desirable attributes to meet labor market demands while strengthening social security systems to promote economic stability. Additionally, the plan aspires to create a society characterized by equal opportunities and fairness by reducing disparities in regional development and business competitiveness while supporting vulnerable and disadvantaged groups in achieving upward economic and social mobility. The transition toward sustainability is a key objective of this development framework (Office of the National Economic and Social Development Council, 2022).

At present, the promotion and support of small and medium-sized enterprises (SMEs) have become a crucial focus for governments worldwide, including Thailand. According to Thailand's Fourth SME Promotion Plan (2017–2021), SMEs serve as fundamental drivers of economic growth and national development. However, these enterprises face challenges in accessing financial resources, necessitating governmental support in line with the official implementation of the Thailand 4.0 policy in 2016 (National Innovation Agency, 2016). This initiative has stimulated the emergence of startups, which play a vital role in driving Thailand's economy. The significance of entrepreneurship is further underscored by labor market dynamics, particularly among university graduates. In 2019, the number of undergraduate degree holders in Thailand was projected to reach 447,532 (Department of Employment, 2018), yet employment opportunities in both the public and private sectors have declined noticeably. Consequently, entrepreneurship has become an increasingly viable career path. Understanding the characteristics that contribute to students' preparedness for entrepreneurship is therefore essential, as these attributes have direct implications for national economic development (Mathuros & Chansom, 2020). This perspective aligns with the work of Malluang and Ruangchan (2021), who highlight the emphasis placed on grassroots economic development in Thailand's current economic and social policies, particularly in strengthening community enterprises and SMEs to ensure long-term economic sustainability at the local level.

In an era of rapid economic and societal transformation, universities must prioritize preparing students to become the next generation of entrepreneurs. Fostering an entrepreneurial mindset among students not only equips them with the necessary skills and knowledge but also prepares them to navigate the challenges of an increasingly competitive business environment. It is imperative that universities integrate entrepreneurship-focused curricula that encompass business planning,

marketing, and management. Studies indicate that well-designed entrepreneurship programs can effectively prepare students to establish their own ventures. Additionally, universities should cultivate an environment conducive to creativity and innovation through business incubation programs, mentorship opportunities, and access to funding sources. These elements can bolster students' confidence and motivation to embark on entrepreneurial endeavors. By fostering an entrepreneurial ecosystem within universities, graduates will be better positioned to become visionary leaders, innovative thinkers, and globally competitive business professionals (Pinijphuwadon, 2018)

A review of both domestic and international literature reveals that research has extensively examined the psychological and social factors influencing entrepreneurial intentions among undergraduate students (Agolla, Monametsi, & Phera, 2019; Debarliev, Janeska-Iliev, Bozhinovsk, & Ilieva, 2015; Tassawa, 2019) and graduate students (Lee-Ross, 2017; Pau, Nizam, & Arasaratnam, 2018). Many of these studies apply Ajzen's (1991) Theory of Planned Behavior to investigate the determinants of entrepreneurial intent. The findings suggest that psychological and social influences from individuals and their surrounding environment play a significant role in shaping entrepreneurial intentions. However, beyond Ajzen's (1991) psychological and social factors, some studies have identified cultural traits as key determinants of entrepreneurial success (Karasai, Poolcharoen, & Jamroman, 2012; Gürol & Atsan, 2006; Krauss, Frese, Friedrich, & Unger, 2005). Given this, the present study seeks to integrate variables from both the Theory of Planned Behavior and entrepreneurial characteristics to examine their influence on students' entrepreneurial intentions. The insights derived from this research will contribute to enhancing the competencies of graduates, ensuring their alignment with societal and industrial needs. By equipping students with the ability to operate effectively in competitive global markets, they will become key drivers of economic and social progress (Prommi & Naksai, 2020)

This study aims to provide a deeper understanding of how various cultural dimensions influence the attitudes and behaviors of business students in Chiang Mai universities regarding their entrepreneurial intentions. Specifically, it will explore the role of planned behavior and entrepreneurial motivation in shaping students' aspirations to become entrepreneurs. By analyzing the factors contributing to entrepreneurial intent, the study will offer valuable insights into the process of fostering an entrepreneurial mindset among students. These findings will not only support efforts to develop entrepreneurial skills among graduates but will also contribute to strengthening business operations that benefit society as a whole.

Research Objectives

1. To examine the significance of cultural dimensions, planned entrepreneurial behavior, entrepreneurial motivation, and entrepreneurial intention among business administration students in Chiang Mai province.

2. To assess the alignment with the structural equation model of entrepreneurial intention among business administration students in Chiang Mai province.

3. To propose strategies for fostering entrepreneurial intention among business administration students in Chiang Mai province.

These objectives aim to explore the relationships between cultural dimensions, planned entrepreneurial behavior, entrepreneurial motivation, and entrepreneurial intention, and to develop strategies to enhance entrepreneurial intention among students in Chiang Mai.

Scope of research

Content scope: The study focuses on three latent internal variables: cultural dimensions, planned entrepreneurial behavior, and entrepreneurial motivation. Additionally, there is one latent external variable: entrepreneurial intention.

Population and sample: The target population consists of final-year undergraduate business students from five universities in Chiang Mai Province, totaling 2,052 individuals. For the quantitative research component, a sample of 400 final-year undergraduate business students was selected. This sample size was determined based on recommended standards for a robust sample (Tabachnick & Fidell, 2007; Comrey & Lee, 1992). For the qualitative research, purposive sampling was used to select two student representatives from each university, totaling 10 participants.

Geographical scope: The research was conducted at five higher education institutions in Chiang Mai Province: Chiang Mai University, Maejo University, Payap University, Rajamangala University of Technology Lanna Chiang Mai, and one additional university in the region.

Time frame: The study was carried out between June and December 2024.

Expected benefits from the research

The findings of this research provide valuable insights into the process of developing entrepreneurial intention among university students. The key contributions can be summarized as follows:

1. Understanding the formation of entrepreneurial intention. This study sheds light on how entrepreneurial intention is formed among students by revealing the influence of planned behavior, motivation, and cultural dimensions on their thoughts and decision-making processes.

2. Practical application for curriculum and policy design. The knowledge gained from this research can be applied to the development of curricula and policies aimed at fostering new generations of entrepreneurs. By addressing key factors such as mindset, attitude, and genuine potential, educational institutions and policymakers can better prepare students for entrepreneurial success.

3. Foundation for Innovation-Driven Economic Development. The research serves as a crucial foundation for driving a modern economy powered by innovation and creativity. It highlights the importance of nurturing entrepreneurial qualities in students to create a society of opportunity, where everyone has the potential to become a confident and sustainable business owner.

This study not only advances theoretical understanding but also offers practical guidance for empowering future entrepreneurs and building a resilient, opportunity-rich society.

Literature Review

This study undertakes a comprehensive review of relevant literature, theories, and prior research, both domestic and international. The literature review has identified significant relationships between factors influencing entrepreneurial intention among business administration students, particularly in relation to cultural dimensions, planned behavior, and entrepreneurial motivation. The findings from the literature review provide insights into the key factors involved, which are explained in detail as follows:

National culture or cultural dimensions, as conceptualized by Hofstede, refer to the collective patterns of thinking acquired by individuals through their social environment, which differ across groups. The most widely recognized and accepted study on the impact of culture on workplace values is Hofstede's national culture study (Hofstede & Hofstede, 2005). As a psychologist working at IBM, Hofstede gathered data on values and attitudes from more than 116,000 employees across 50 countries between 1967 and 1973. This extensive data allowed him to compare national cultures and categorize them based on key dimensions, including power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term versus short-term orientation, and self-restraint.

In Thailand, the study by Muangsan (2019) highlighted the significant role that cultural dimensions play in shaping business management decisions and behavior. The research clearly demonstrated a strong connection between cultural factors and planned entrepreneurial behavior. Muangsaen examined six key cultural dimensions that influence business management in the Thai context: emotional expressiveness, long-term orientation, uncertainty avoidance, gender role orientation, individualism versus collectivism, and power distance. Each of these dimensions was found to significantly impact managerial styles and business decision-making. Moreover, cultural dimensions were shown to influence entrepreneurial motivation, emphasizing the importance of values and beliefs in shaping students' drive to pursue entrepreneurship. It was pointed out that fostering cultural values within educational institutions could help enhance students' entrepreneurial motivation and intention (Yothongyoth & Sukmuangma 2016). In addition, cultural values such as an emphasis on personal achievement, self-confidence, and risk acceptance were found to have a

statistically significant positive relationship with entrepreneurial intention. The findings suggest that individuals who value success, believe in their capabilities, and are willing to face uncertainty are more likely to commit to starting their own business. This demonstrates the influence of cultural dimensions on the intention to become an entrepreneur (Detnakarin, Yincharoen, & Arayayan, 2023)

Planned Behavior

Planned behavior refers to behavior that results from intentional decision-making and prior planning. This behavior is influenced by three key factors: attitudes toward the behavior, social norms, and perceived behavioral control. These factors help predict whether an individual will decide to engage in a particular behavior (Ajzen, 1991). The concept can be further broken down into components such as attitude toward entrepreneurship, social norms influencing entrepreneurship, subjective norms affecting entrepreneurship, and perceived behavioral control.

Enhancing individuals' belief in their own capabilities, fostering a positive mindset toward entrepreneurship, and providing support from both family and the business environment are crucial mechanisms that effectively stimulate motivation and entrepreneurial intention. Based on a review of the literature, planned behavior plays a significant role in shaping entrepreneurial motivation. This includes perceived behavioral control (PBC), attitudes toward entrepreneurship (ATTB), and external motivators such as family encouragement and market opportunities. Elements like self-efficacy, advance planning, and consistent behavioral patterns were found to be strongly linked to entrepreneurial motivation (Khamyan, 2023).

In addition, having a structured business plan and clear behavioral direction helps reinforce entrepreneurial intention among students. According to the Theory of Planned Behavior, several components influence this intention:

1. Attitude toward entrepreneurship: Individuals who view entrepreneurship positively are more likely to aspire to run their own business in the future. This is because attitude plays a key role in shaping one's drive to pursue opportunities and turn aspirations into reality.

2. Subjective norms or influence of reference groups: A person's entrepreneurial mindset and intentions can be shaped by personal experiences or by observing others. Social influences, including guidance and encouragement from those around them, also play a part (Prommi & Naksai, 2020).

In this study, the researcher aims to investigate whether planned behavior influences entrepreneurial motivation and intention among business administration students, in line with the principles of the Theory of Planned Behavior.

Entrepreneurial Motivation

Entrepreneurial motivation refers to internal and external driving forces that stimulate an individual's desire to start or run a business. These motivations may stem from personal factors such as the need for achievement and independence or environmental factors such

as business opportunities and economic pressures (McClelland, 1961). Key components include the need for achievement, belief in control factors, risk-taking propensity, tolerance for uncertainty, self-confidence, and self-efficacy.

In Thailand, numerous scholars have examined the relationship between entrepreneurial motivation and the intention to start a business. Their findings consistently highlight motivation as a key driver that shapes individuals' intentions to pursue entrepreneurial paths. In particular, intrinsic motivation-such as the desire for achievement-and extrinsic motivation-such as support from family and society-are both significant factors. Several studies focusing on students' entrepreneurial intentions have found that both internal and external motivations exert a direct influence on their willingness to engage in entrepreneurship. Among the influential factors identified are perceived self-efficacy, the level of entrepreneurial motivation, and support from family members and educational institutions (Duangchan, Sa-ard, Somnil, Rodsapai, Nuimai, Komkhamhaeng, & Ritthisom, 2021). This study seeks to examine whether entrepreneurial motivation plays a significant role in shaping the entrepreneurial intentions of students enrolled in business administration programs.

Entrepreneurial Intention

Entrepreneurial intention refers to a mental state characterized by the desire and commitment to initiate and run one's own business. This intention often emerges from an individual's beliefs and attitudes toward entrepreneurship and plays a direct role in shaping behavior and actions. Personal factors such as skills, capabilities, and time availability also contribute significantly to strengthening this intention (Ajzen, 1991; Shapero & Sokol, 1982).

Individuals who possess strong entrepreneurial intentions typically exhibit traits such as a willingness to take risks, creative thinking, and effective collaboration with others. Courage to act and an acceptance of uncertainty are crucial in motivating entrepreneurs to embark on their business ventures, even in the face of obstacles and unpredictability (Ajzen, 1991). Moreover, strategic planning and consistent behavioral patterns help build confidence and preparedness to tackle challenges encountered during the entrepreneurial journey.

Research indicates that perceived behavioral control and attitude toward entrepreneurship, along with external motivators such as family support and market opportunities, significantly influence one's motivation and intention to pursue entrepreneurship (Khamyan, 2023). Therefore, entrepreneurial intention is not merely an abstract idea or aspiration-it represents a complex psychological process shaped by multiple interrelated elements that foster real entrepreneurial behavior.

This study integrates various factors influencing entrepreneurial intention among students in business administration programs. It emphasizes three key dimensions: cultural context, the Theory of Planned Behavior (TPB), and entrepreneurial motivation. The aim is to systematically assess the influence of these components on entrepreneurial intention.

This integrated approach is crucial, as cultural dimensions reflect underlying values, social attitudes, and norms that shape students' perceptions and behaviors. At the same time, the TPB framework - comprising attitudes toward behavior, perceived social norms, and perceived control - provides a structured model to understand how individuals form intentions and make decisions about starting a business. Entrepreneurial motivation acts as an internal driving force, reinforcing determination and effort in the pursuit of entrepreneurial goals.

Research framework

The literature review underscores the significance of cultural dimensions as a key driver influencing business administration students in Chiang Mai to develop entrepreneurial intentions. Cultural dimensions act as catalysts, fostering planned entrepreneurial behavior and enhancing entrepreneurial motivation, ultimately leading to entrepreneurial intention. These findings contribute to the development of a conceptual research framework, as illustrated in Figure 1.

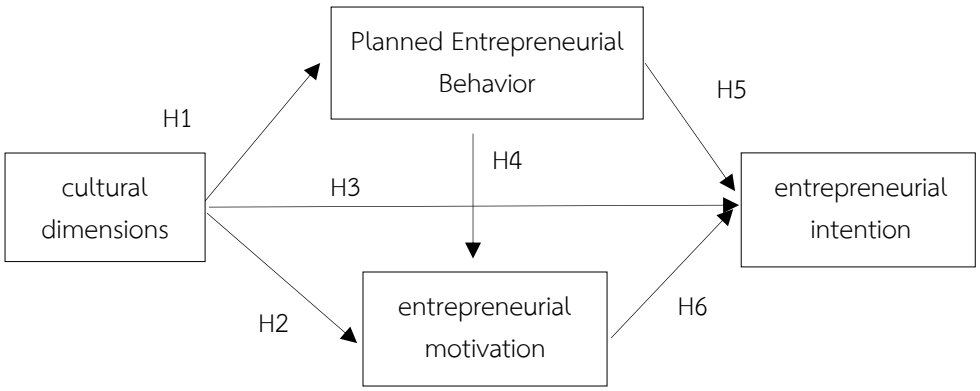


Figure 1 Conceptual Framework of the Factors Influencing Entrepreneurial Intentions among Business Administration Students in Chiang Mai Province

Hypothesis

H1: Cultural dimensions have a direct influence on planned entrepreneurial behavior.

H2: Cultural dimensions have a direct influence on entrepreneurial motivation.

H3: Cultural dimensions have a direct influence on entrepreneurial intention.

H4: Planned entrepreneurial behavior has a direct influence on entrepreneurial motivation.

H5: Planned entrepreneurial behavior has a direct influence on entrepreneurial intention.

H6: Entrepreneurial motivation has a direct influence on entrepreneurial intention.

These hypotheses aim to explore the relationships between cultural dimensions, planned entrepreneurial behavior, entrepreneurial motivation, and entrepreneurial intention. Understanding these relationships is crucial for developing strategies to foster entrepreneurship in various cultural contexts.

Research method

This study employs a mixed methods approach, beginning with quantitative research to test the proposed hypotheses. Following this, qualitative methods are used - specifically, focus group discussions-to further validate the initial findings. The results from both approaches are then compared and integrated to identify effective strategies for fostering entrepreneurial intention among business administration students in Chiang Mai Province.

Population and sample

The population for this study comprises final-year undergraduate students from the Faculty of Business Administration at five universities in Chiang Mai province, totaling 2,052 students.

The quantitative research sample consists of 400 final-year undergraduate students from these universities, selected using simple random sampling. The distribution across the universities is as follows:

1. Chiang Mai University: 67 students
2. Maejo University: 112 students
3. Payap University: 18 students
4. Chiang Mai Rajabhat University: 99 students
5. Rajamangala University of Technology Lanna Chiang Mai: 104 students

This sample size aligns with recommendations from Tabachnick and Fidell (2007), who suggest a minimum of 50 plus 8 times the number of predictors for multivariate analyses. For the qualitative research, two representatives from each university's Faculty of Business Administration are selected, totaling 10 participants. These participants are chosen through purposive sampling to provide in-depth insights into the research topic. This sampling strategy ensures a comprehensive representation of the target population, facilitating a robust analysis of the research questions.

Research Instruments

Quantitative Research Instrument

The quantitative research instrument used in this study was a questionnaire, developed based on a review of relevant literature. It focused on three latent internal variables: cultural dimensions, planned entrepreneurial behavior, and entrepreneurial motivation. Additionally, there was one latent external variable-entrepreneurial intention. The questionnaire was divided into six sections. Section 1 gathered general demographic information. Section 2 addressed cultural dimensions. Section 3 focused on planned behavioral factors. Section 4 explored entrepreneurial motivation. Section 5 measured entrepreneurial intention. Finally, section 6 provided space for additional suggestions or comments. To ensure its quality, the questionnaire was evaluated by a panel of five experts for construct validity, content validity,

and clarity of language. The Index of Item-Objective Congruence (IOC) ranged from 0.60 to 1.00, which is above the minimum acceptable threshold of 0.50, as suggested by Rovinelli and Hambleton (1977). A five-point Likert rating scale was employed, and a pilot test was conducted with 30 participants who were not part of the main sample. The aim was to assess the tool's precision and reliability. Cronbach's alpha coefficients were calculated as follows: 0.863 for cultural dimensions, 0.895 for planned behavior, 0.881 for entrepreneurial motivation, and 0.802 for entrepreneurial intention. The overall reliability of the questionnaire was 0.928, exceeding the acceptable standard of 0.700 recommended by Nunnally and Bernstein (1994).

Qualitative Research Instrument

The qualitative research instrument is a focus group discussion guide, developed based on factors identified from the literature review and quantitative research findings. The guide was reviewed for data accuracy and completeness to ensure it would lead to descriptive and analytical conclusions. Data triangulation was employed to verify the consistency of the information obtained, and the results indicated no discrepancies. This comprehensive approach to instrument development and validation ensures the reliability and validity of the research findings.

Data Collection

The researcher collected data from a sample of 400 individuals between June 2023 and May 2024. All 400 returned questionnaires were thoroughly examined and selected for statistical analysis, representing 100% of the responses. Subsequently, qualitative data were gathered from 10 representatives of final-year Business Administration students across all five universities in Chiang Mai province through focus group discussions.

Data Analysis

1. Descriptive Statistics: Descriptive statistics were used to analyze the characteristics of the sample group and the significance levels of factors related to cultural dimensions, planned entrepreneurial behavior, entrepreneurial motivation, and entrepreneurial intention. The analysis included frequency distribution, percentage, mean, and standard deviation.

2. Confirmatory Factor Analysis (CFA): Utilized to examine the relationships between observed variables and latent variables. Following this, inferential statistics were applied to analyze the structural equation model, testing the research hypotheses and assessing direct and indirect influences among variables.

3. Qualitative Data Analysis: Conducted through content analysis of transcribed focus group discussions. The data were organized into categories to summarize and interpret findings, linking them to previously obtained quantitative results

This comprehensive approach ensures a robust analysis of the research questions, integrating both quantitative and qualitative data to provide a nuanced understanding of the study's objectives.

Research results

The research collected data from 400 business administration students at universities located in Chiang Mai Province. The general data analysis revealed that the majority of students were female (60.5%) and aged between 20 and 22 years old (77.3%). Most students were in their fourth year (36.3%) and were primarily studying business management (59.3%). Regarding family background, most students (59.5%) came from families not engaged in business, while the majority of their parents worked in private businesses (42.5%). Family income for most students was between 20,001 and 40,000 baht per month (72.5%). Additionally, most students originated from the northern region of Thailand (88.5%). This information provides a foundation for planning educational development, designing strategies to support local businesses, and enhancing students' skills to align with labor market demands.

Analysis of the Importance Level of Related Factors

The study analyzed the mean and standard deviation of the following factors: cultural dimensions, planned entrepreneurial behavior, entrepreneurial motivation, and entrepreneurial intention. The results are presented in Table 1.

The study's findings on the importance levels of related factors, based on the analysis of mean values and standard deviations for cultural dimensions, planned behavior toward entrepreneurship, entrepreneurial motivation, and entrepreneurial intention, are as follows: The cultural dimension showed a mean of 4.10 and a standard deviation of 0.56, indicating a high level of importance. This suggests that students place significant value on social norms, beliefs, and values that influence their decision to become entrepreneurs. Planned behavior toward entrepreneurship had a mean of 4.13 with a standard deviation of 0.54, also at a high level, reflecting that students actively plan and prepare for starting a business. Entrepreneurial motivation scored a mean of 4.16 and a standard deviation of 0.53, especially driven by internal motivators such as the desire for success and challenges. Entrepreneurial intention showed the highest mean at 4.19 with a standard deviation of 0.55, highlighting the strong potential and readiness of students to pursue entrepreneurship. Detailed results are presented in Table 1.

Table 1 Analysis of Mean and Standard Deviation of Cultural Dimensions, Planned Entrepreneurial Behavior, Entrepreneurial Motivation, and Entrepreneurial Intention

Factor Component	$\bar{X}$	(S.D.)	Interpretation
- Cultural Dimensions	3.65	0.39	High
- Planned Entrepreneurial Behavior	3.79	0.57	High
- Entrepreneurial Motivation	3.61	0.50	High
- Entrepreneurial Intention	3.87	0.78	High

Table 1 (continued).

Factor Component	$\bar{X}$	(S.D.)	Interpretation
- Cultural Dimensions	3.65	0.39	High
Overall	**3.73**	**0.40**	High

Results of Model Fit with Empirical Data

The assessment of how well the model fits the empirical data, based on established criteria, revealed the following: The chi-square statistic (χ^2) ratio was 0.734, with a p-value of 0.392 and degrees of freedom (df) equal to 1, indicating the chi-square value was not statistically significant. The χ^2/df ratio was 0.734, which is below the threshold of 2. The Goodness-of-Fit Index (GFI) was 0.999, exceeding the recommended value of 0.90. The Comparative Fit Index (CFI) was 1.000, also above 0.90. The Root Mean Square Error of Approximation (RMSEA) was 0.000, lower than the acceptable level of 0.05. The Root Mean Square Residual (RMR) was 0.003, again below 0.05. All these values meet the criteria set by Tabachnick and Fidell (2007). In summary, the model explaining factors that encourage entrepreneurial intention among business students shows an acceptable fit with the theoretical model. Details are shown in Table 2. (continued).

Table 2 Model Fit Indices for the Entrepreneurial Intention Enhancement Factors Model

χ^2	df	χ^2/df	p-Value	GFI	CFI	RMSEA	RMR	imply
.734	1	.734	.392	.999	1.000	.000	.003	Accepted

Testing of Causal Factors The analysis of the model identifying factors that promote entrepreneurial intention among business students in Chiang Mai Province yielded the results shown in Figure 2 and Table 3 as follows.

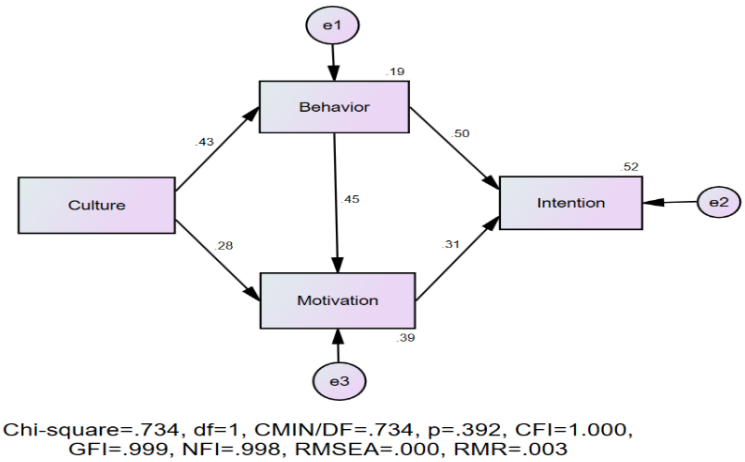


Figure 2 The analysis of the structural equation model for factors promoting entrepreneurial intention among Business Administration students in Chiang Mai Province After Model Adjustment (Over-identified Model)

Table 3 Path Coefficients and Hypothesis Testing Results for the Model of Factors Promoting Entrepreneurial Intention among Business Students in Chiang Mai Province

Research Hypotheses	Path Coefficient	T-value	Std. Error	Conclusion
H1: Cultural dimensions have a direct influence on planned entrepreneurial behavior	0.433**	8.576	0.072	Accepted
H2: Cultural dimensions have a direct influence on entrepreneurial motivation	0.283**	5.831	0.062	Accepted
H3: Cultural dimensions have a direct influence on entrepreneurial intention	-0.039	-0.857	0.089	Not accepted
H4: Planned entrepreneurial behavior has a direct influence on entrepreneurial motivation	0.447**	9.208	0.043	Accepted
H5: Planned entrepreneurial behavior has a direct influence on entrepreneurial intention	0.499**	10.578	0.065	Accepted
H6: Entrepreneurial motivation has a direct influence on entrepreneurial intention	0.308**	6.519	0.074	Accepted

** Indicates statistical significance at the 0.010 level

Based on Figure 2 and Table 3, the cultural dimension has a direct impact on planned entrepreneurial behavior (β=0.433, t=8.576, p<0.010), supporting Hypothesis 1. It also directly influences entrepreneurial motivation (β=0.283, t=5.831, p<0.010), supporting Hypothesis 2. However, the cultural dimension does not have a direct effect on entrepreneurial intention (β=-0.039, t=-0.857, p=0.391), leading to the rejection of Hypothesis 3. Planned entrepreneurial behavior directly affects entrepreneurial motivation (β=0.447, t=9.208, p<0.010), supporting Hypothesis 4, as well as entrepreneurial intention (β=0.499, t=10.578, p<0.010), supporting Hypothesis 5. Lastly, entrepreneurial motivation directly influences entrepreneurial intention (β=0.308, t=6.519, p<0.010), supporting Hypothesis 6.

Calculation of Influences

The results of calculating direct effects (DE), indirect effects (IE), and total effects (TE) revealed that the cultural dimension has a direct influence on planned entrepreneurial behavior with a DE value of 0.433. The cultural dimension also influences entrepreneurial motivation both

directly and indirectly, with DE=0.283 and IE=0.193, resulting in a total effect (TE) of 0.476. For entrepreneurial intention, the cultural dimension affects it only indirectly (IE=0.363), indicating that culture impacts intention through other factors. Regarding the relationship between planned behavior and motivation, planned behavior directly affects entrepreneurial motivation (DE=0.447), suggesting that systematic planning can directly stimulate motivation. In terms of entrepreneurial intention, planned behavior has both direct and indirect effects, with DE=0.499 and IE=0.138, yielding the highest total effect (TE=0.637) among all results. This highlights the significant role of well-structured planned behavior in clearly shaping entrepreneurial intention. Additionally, entrepreneurial motivation directly impacts intention (DE=0.308), reflecting the crucial role motivation plays in driving entrepreneurial intention. Further details are presented in Table 4.

Table 4 presents the direct effects (DE), indirect effects (IE), and total effects (TE) of various factors influencing entrepreneurial intentions among business administration students.

Dependent Variable	Independent Variable	Result		
		DE	IE	TE
Entrepreneurial Behavior	Cultural Dimension	0.433	0.000	0.433
Entrepreneurial Motivation	Cultural Dimension	0.283	0.193	0.476
Entrepreneurial Intention	Cultural Dimension	0.000	0.363	0.363
Entrepreneurial Motivation	Entrepreneurial Behavior	0.447	0.000	0.447
Entrepreneurial Intention	Entrepreneurial Behavior	0.499	0.138	0.637
Entrepreneurial Intention	Entrepreneurial Motivation	0.308	0.000	0.308

Qualitative Research Findings

The group discussions conducted in the qualitative study supported the notion that cultural dimensions play a significant role, although the degree of influence varies depending on the type of business. For businesses focused on local markets, culture has a direct impact on planned entrepreneurial behavior. In contrast, for businesses relying on innovation or technology, cultural influence may be indirect and used as a tool to create brand identity. Therefore, successful entrepreneurship in Chiang Mai requires a blend of leveraging local culture while adapting to new technologies and trends, ensuring sustainability and competitiveness in today's market. This supports Hypothesis 1.

The cultural dimension directly influences entrepreneurial motivation, especially in businesses related to local culture or emphasizing cultural identity, such as OTOP (One Tambon One Product) and cultural tourism. Successful entrepreneurs in Chiang Mai need to integrate culture with innovation and technological advancement. Maintaining a balance

between cultural preservation and modernization helps create distinctive and sustainable businesses over the long term, supporting Hypothesis 2.

The cultural dimension also has a direct influence on entrepreneurial intention, particularly in cases involving local or cultural businesses like family enterprises, cultural tourism, or handicrafts. However, entrepreneurial intention is not driven by culture alone; other factors such as personal motivation, business opportunities, and the ability to adapt to technology are equally important. Modern entrepreneurship demands a fusion of culture and innovation, thus supporting Hypothesis 3.

Planned behavior directly influences entrepreneurial motivation. Careful planning helps reduce risks and increase confidence, making entrepreneurs feel prepared and clear about their business direction. Planning also enables effective management of problems and uncertainties, sustaining motivation over time. Entrepreneurs must be flexible and ready to adapt to maintain their drive, thus supporting Hypothesis 4.

Planned behavior also directly affects entrepreneurial intention. Having a clear plan reduces risks, boosts confidence, and helps entrepreneurs see a clear path to success. Furthermore, planning equips entrepreneurs to handle challenges effectively, maintaining their commitment to continue their ventures, supporting Hypothesis 5.

Entrepreneurial motivation directly impacts entrepreneurial intention. Motivation arising from the desire to succeed and create value for the community is crucial in driving intention. Additionally, motivation helps to reduce fear and uncertainty when starting a business, increasing determination and commitment, thus supporting Hypothesis 6.

From these findings, strategies to build entrepreneurial intention include: 1) fostering a culture that values independent thinking and business ownership, 2) cultivating a positive attitude toward entrepreneurship, and 3) creating motivating factors that encourage readiness and intention to become entrepreneurs.

A comparison between the hypothesis testing results from quantitative and qualitative research is presented in detail in Table 5.

Table 5 Comparison of Quantitative and Qualitative Research Findings on National Culture, Planned Behavior, and Motivation Influencing Entrepreneurial Intention among Business Students in Chiang Mai

Research Hypotheses	Research Results	
	Quantitative	Quanlitative
H1: Cultural dimensions have a direct influence on planned entrepreneurial behavior	Accepted	Accepted
H2: Cultural dimensions have a direct influence on entrepreneurial motivation	Accepted	Accepted
H3: Cultural dimensions have a direct influence on entrepreneurial intention	Not Accepted	Accepted
H4: Planned entrepreneurial behavior has a direct influence on entrepreneurial motivation	Accepted	Accepted
H5: Planned entrepreneurial behavior has a direct influence on entrepreneurial intention	Accepted	Accepted
H6: Entrepreneurial motivation has a direct influence on entrepreneurial intention	Accepted	Accepted

Discussion

The study examined the significance levels of the factors: cultural dimensions, planned behavior, entrepreneurial motivation, and entrepreneurial intention. The study found that factors influencing the entrepreneurial intention of business administration students in Chiang Mai include cultural dimensions, planned entrepreneurial behavior, entrepreneurial motivation, and entrepreneurial intention. All components have high mean scores, indicating their significant role in promoting entrepreneurial intention among students.

Cultural Dimensions: ($\bar{X}$=3.65, S.D.=0.39) This suggests that cultural factors play a crucial role in fostering entrepreneurial intention among students. This finding aligns with research by Sukhpaiboonwat (2021), which studied the entrepreneurial intention of Generation Z in Thailand's health business sector. The study found that cultural dimensions significantly influence entrepreneurial intention, especially among the younger generation who grow up in a society that values creativity and self-business ownership.

Planned Entrepreneurial Behavior: ($\bar{X}$=3.79, S.D.=0.57) This indicates that students are inclined to plan and engage in activities related to entrepreneurship at a high level, reflecting their readiness to start their own businesses. This is consistent with research by Khamyan (2023), which studied the entrepreneurial intention of pharmacy students using the Theory of Planned Behavior (TPB). The study found that perceived behavioral control and attitude

toward entrepreneurship are the most influential factors on entrepreneurial intention, leading students to have clear planned behaviors and a high tendency to become entrepreneurs.

Entrepreneurial Motivation: ($\bar{X}$=0.61, S.D.=0.50) This shows that students have moderate to high motivation to become entrepreneurs, reflecting both internal and external factors influencing their decision to own a business. This aligns with research by Sudsanguan, Ngamkanok and Panhoon (2021), which studied the development of a training curriculum to enhance new entrepreneurs in a comprehensive vocational education incubator center. The study found that entrepreneurial motivation consists of two main factors: internal motivation, such as determination for success and creativity, and external motivation, such as support from the government and educational institutions. The research emphasizes that training in incubators plays a significant role in enhancing motivation and increasing the chances of business success.

Entrepreneurial Intention: ($\bar{X}$=3.87, S.D.=0.78) This indicates that students have a high level of intention to become entrepreneurs, reflecting both internal and external factors that promote the decision to start a business. The high mean score of entrepreneurial intention in this study confirms that educational factors and business opportunities significantly stimulate students' intention to become entrepreneurs. This is consistent with research by Thapchai (2022), which highlighted that developing training programs and educational support can significantly increase entrepreneurial intention, providing suggestions for developing teaching methods and promoting entrepreneurship among Thai students effectively. In summary, the study highlights the significant role of cultural dimensions, planned entrepreneurial behavior, entrepreneurial motivation, and entrepreneurial intention in influencing the entrepreneurial mindset of business administration students in Chiang Mai. These findings are consistent with previous research, emphasizing the importance of cultural factors, planned behaviors, motivation, and educational support in fostering entrepreneurial intention among students.

The test results for the model's fit with empirical data, when compared against established criteria, showed that all inferential statistics met the standards referenced from Tabachnick and Fidell (2007). In summary, the factor model promoting entrepreneurial intention among business students demonstrated an acceptable and harmonious fit with the proposed theoretical model.

The findings regarding the influence of cultural dimensions, planned behavior, and motivation on the entrepreneurial intention of business students in Chiang Mai presents the direct effects (DE), indirect effects (IE), and total effects (TE) of various variables. The cultural dimension significantly influences entrepreneurial behavior, with a total effect of 0.433, highlighting the importance of cultural factors in shaping future entrepreneurial actions. This finding aligns with Muangsan (2019), which emphasizes the role of cultural dimensions in business decision-making and management behaviors.

The cultural dimension also impacts entrepreneurial motivation, with a total effect of 0.476, indicating that values and beliefs significantly influence students' entrepreneurial drive. This is consistent with the research by Yothongyoth and Sukmuangma (2016) which suggests that promoting cultural dimensions within educational institutions can enhance students' entrepreneurial motivation and intentions.

The study found that cultural dimensions do not have a direct impact on entrepreneurial intention but do exert an indirect influence, with an effect size of 0.363. This indicates that cultural factors such as values, beliefs, or social norms play a crucial role in encouraging individuals to develop the intention to start their own business. Furthermore, the cultural dimension affects entrepreneurial intention, with a total effect of 0.363, demonstrating that cultural factors such as values, beliefs, and social norms play a crucial role in fostering individuals' intentions to start their own businesses. This aligns with studies in Thailand that have examined the influence of cultural dimensions on students' entrepreneurial intentions, such as the research by Detnakarin, Pongtongmuang and Khamyuth (2023) which found that cultural values like individual success, self-confidence, and risk acceptance positively correlate with entrepreneurial intentions.

Planned entrepreneurial behavior has a total effect of 0.447 on entrepreneurial motivation, indicating that proactive planning and structured behaviors significantly influence students' entrepreneurial drive. This finding is supported by the study of Khamyan (2023) which identifies perceived behavioral control, attitude toward entrepreneurship, and external motivations like family support and market opportunities as factors affecting students' entrepreneurial intentions.

Planned entrepreneurial behavior also has a total effect of 0.637 on entrepreneurial intention, suggesting that having a clear business plan and structured behaviors enhance students' intentions to become entrepreneurs. This is consistent with the research by Prommi and Naksai (2020), which found that components of the Theory of Planned Behavior, such as attitude toward entrepreneurship and subjective norms, positively influence entrepreneurial intentions.

Lastly, entrepreneurial motivation has a total effect of 0.308 on entrepreneurial intention, indicating that both intrinsic motivations, like the desire for success, and extrinsic motivations, such as family and social support, are significant factors driving students' entrepreneurial intentions. This aligns with the study by Duangchan et al. (2021) which found that intrinsic and extrinsic motivations, along with self-efficacy and family support, positively influence students' entrepreneurial intentions.

Summary of Research Findings

1. Importance of Factors: The study assessed the significance of cultural dimensions, planned entrepreneurial behavior, entrepreneurial motivation, and entrepreneurial intention among business administration students in Chiang Mai. It was found that these students prioritize entrepreneurial

intention, planned entrepreneurial behavior, cultural dimensions, and entrepreneurial motivation, respectively, with all factors rated as highly important.

2. Model fit analysis: The structural equation model examining entrepreneurial intention among business administration students in Chiang Mai demonstrated an acceptable fit with the theoretical model. The factors influencing entrepreneurial intention, ranked by total influence (both direct and indirect), are: planned entrepreneurial behavior, cultural dimensions, and entrepreneurial motivation.

3. Development of a new knowledge framework: This study contributes new knowledge by proposing a model for fostering entrepreneurial intention among business administration students in Chiang Mai, as illustrated in Figure 3.

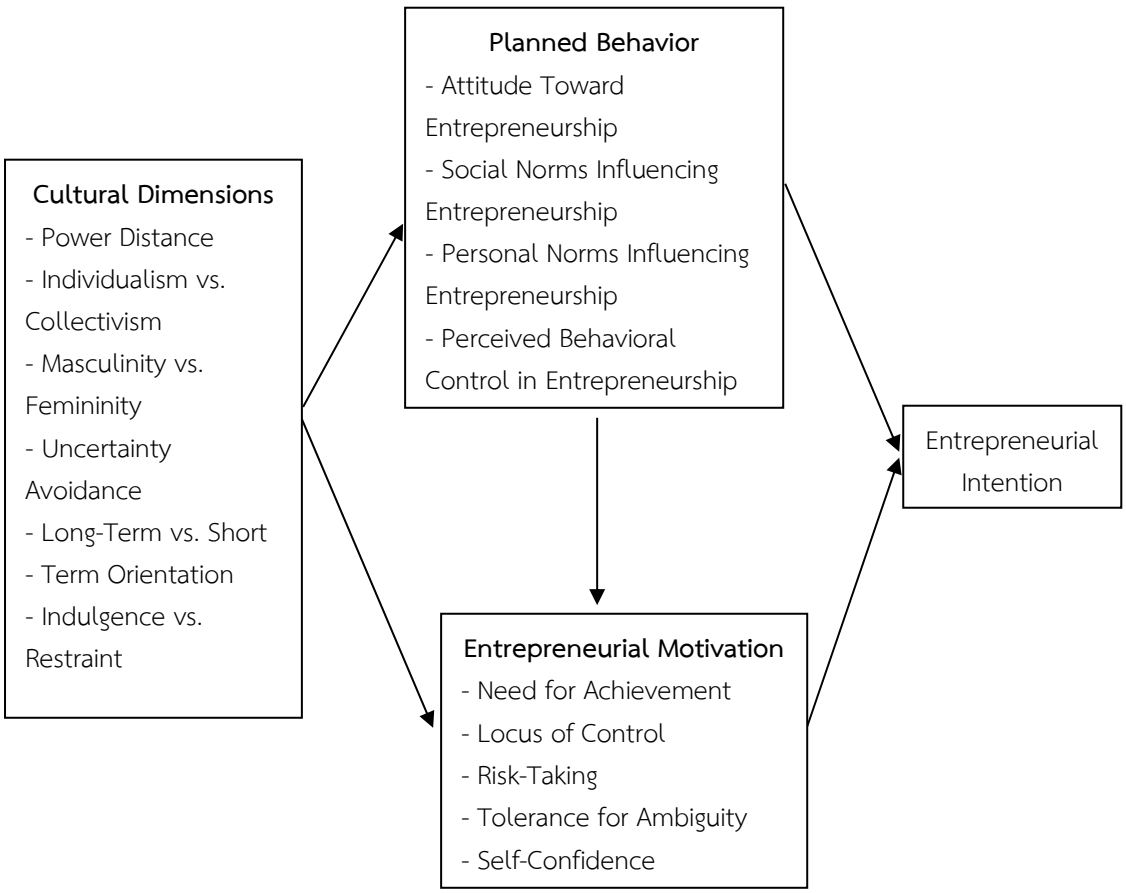


Figure 3: Model of Entrepreneurial Intention Development among Business Administration Students in Chiang Mai Province

The process of fostering entrepreneurial intention among business administration students in Chiang Mai can be summarized as follows:

1. Cultural factors: The organizational or societal culture significantly influences entrepreneurial intention. Cultures that emphasize independence and business ownership encourage students to pursue entrepreneurship. Conversely, cultures with a hierarchical structure may deter students from entrepreneurial endeavors due to a preference for stable employment. Additionally, societies that value confidence and ambition tend to promote entrepreneurial activities. A high tolerance for uncertainty within a culture also encourages students to take entrepreneurial risks.

2. Planned Behavior: This concept directly impacts entrepreneurial intention. Key factors include: **Attitude Towards Entrepreneurship**: Students should view entrepreneurship as a viable career path that offers opportunities for success and economic stability. **Social Norms**: Influences from family, friends, and professors play a crucial role in shaping students' decisions to pursue entrepreneurship. Supportive social environments can significantly enhance entrepreneurial intention. **Self-Efficacy**: Belief in one's abilities and values related to entrepreneurship, such as independence and creativity, is essential. Developing skills to manage potential business challenges, including risk management, financial planning, and market adaptation, is also important.

3. Motivation: This factor stimulates students' intention and readiness to embark on entrepreneurial ventures. High motivation is linked to: **Perceived Control**: Belief that success is primarily due to one's own abilities rather than external factors increases the likelihood of entrepreneurial action. **Risk Acceptance**: Training students to accept and manage business risks is vital. **Adaptability**: The ability to work under uncertainty is crucial for successful entrepreneurship. **Self-Confidence**: Instilling confidence in one's potential enhances motivation to start a business.

By addressing these areas-cultural factors, planned behavior, and motivation- educational institutions can effectively cultivate entrepreneurial intention among students, preparing them to become capable and successful entrepreneurs in the future.

The findings from this research provide insights into the process of fostering entrepreneurial intentions among students. They reveal the influence of planned behaviors, motivations, and cultural dimensions on students' thoughts and decisions. The knowledge gained can be applied to design curricula and policies that promote new entrepreneurs, ensuring they are well-prepared in terms of mindset, attitudes, and actual potential. Therefore, this research serves as a crucial foundation for driving a modern economy powered by innovation and creativity, aiming to create an opportunity-driven society where everyone can own a business with stability and sustainability.

Suggestions

Recommendations for applying the research findings

The findings of this study can be systematically applied to develop strategies for promoting new entrepreneurs. Educational institutions should design curricula that emphasize the

development of business skills through practical learning experiences to enhance planned behaviors and confidence in entrepreneurship. Additionally, government agencies and business support organizations should create environments conducive to the growth of new entrepreneurs by providing accessible business incubation programs and funding sources. They should also foster a culture that supports creativity and risk-taking among students. Finally, society and families should instill positive attitudes toward entrepreneurship to encourage the younger generation to overcome limitations and transform their dreams into reality, leading to a robust and sustainable economic system in the future.

Suggestions for next research

To deepen the understanding, future research should explore in-depth factors influencing entrepreneurial intentions, particularly psychological aspects and the impact of digital technology on student behaviors. Comparative studies between students from different disciplines or between universities in urban and rural areas are also recommended to understand variations in social and cultural dimensions. Furthermore, research should investigate factors that enable students to effectively transition from "intention" to "actual implementation." Longitudinal studies will help assess the influence of various factors on the success of new entrepreneurs and provide essential insights for developing policies aligned with future economic and social dynamics.

Limitations

While this study offers a clear picture of factors affecting students' entrepreneurial intentions, certain limitations should be considered. Firstly, the research focuses on business administration students in Chiang Mai, which may not reflect the perspectives of students from other disciplines or regions with different economic and social contexts. Additionally, in-depth factors such as the influence of technology and future labor market trends have not been thoroughly examined. Moreover, the data was collected at a specific point in time, which may not capture changes in students' thoughts and behaviors over the long term. Therefore, further studies are necessary to obtain more comprehensive and accurate findings.

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