

การสำรวจความสำเร็จของผู้ประกอบการที่เป็นพยาบาลไทย

An Exploration of Successful Practice for Thai Nurse Entrepreneurs

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บทคัดย่อ

การวิจัยเชิงคุณภาพนี้มีวัตถุประสงค์ เพื่อศึกษาปัจจัยที่เกี่ยวข้องกับการพัฒนาความเป็นผู้ประกอบการและศึกษาการพัฒนาความเป็นผู้ประกอบการในพยาบาลไทยซึ่งเป็นผู้ประกอบการและยังดำเนินกิจการอยู่และเพื่อศึกษาแนวทางสู่ความสำเร็จซึ่งจะเป็นประโยชน์แก่พยาบาลรุ่นใหม่ที่ต้องการมาเป็นผู้ประกอบการ การรวบรวมข้อมูลโดยการสัมภาษณ์เชิงลึกและจากเรื่องราวประสบการณ์การดำเนินธุรกิจของพยาบาลที่เป็นผู้ประกอบการ หรือเป็นเจ้าของธุรกิจและเป็นพยาบาลวิชาชีพ ซึ่งเป็นผู้ให้ข้อมูลสำคัญ จำนวน 20 คน ทำให้ได้ข้อมูลที่มีความอึดตัวอย่างชัดเจนและเพียงพอ นำข้อมูลทั้งหมดมาวิเคราะห์เนื้อหา ผลการวิเคราะห์ข้อมูลจากเรื่องราวในชีวิตและประสบการณ์การทำธุรกิจของพยาบาลทั้ง 20 คน แสดงให้เห็นว่าแนวคิดในการทำธุรกิจมีส่วนที่แตกต่างกันตามประเภทของธุรกิจที่เลือกดำเนินการ มีเหตุผลในการตัดสินใจเป็นผู้ประกอบการแตกต่างกัน สิ่งที่คล้ายคลึงกัน คือ ต้องนำความรู้ทางการพยาบาล กระบวนการพยาบาล รวมถึงคุณลักษณะของพยาบาล มาปรับใช้ในการดำเนินธุรกิจควบคู่กับความรู้ทางการบริหารธุรกิจ กระบวนการบริหาร และคุณลักษณะของผู้บริหารและผู้ประกอบการ ซึ่งต้องทำการศึกษาหาความรู้และเรียนรู้ด้านการบริหารธุรกิจเพิ่มเติม คำแนะนำสำหรับพยาบาลไทยที่ต้องการเป็นผู้ประกอบการที่ประสบความสำเร็จมีทั้งคำแนะนำทั่วไปและคำแนะนำเฉพาะประเภทของธุรกิจ โดยแบ่งออกเป็น 3 ระยะของการดำเนินการ 1) ระยะแรกเริ่มต้นด้วยการพัฒนาความเป็นผู้ประกอบการ ต้องใช้การคิดวิเคราะห์การศึกษาข้อมูลเกี่ยวกับธุรกิจที่สนใจให้มากที่สุดเท่าที่จะทำได้ อาจต้องศึกษาดูงาน หาความรู้ด้านการบริหารธุรกิจเพิ่มเติม หากคำตอบไม่ได้ว่า จะทำธุรกิจประเภทใด ใครคือลูกค้า ผลิตภัณฑ์หรือบริการจะมีลักษณะอย่างไร หากทำเลที่ตั้งขององค์กร/กิจการ กำหนดแผนการตลาด การวางระบบการบริหารจัดการองค์กร การจัดหาทรัพยากรการบริหาร การผลิต รวมถึงการหาแหล่งทุนในการดำเนินการ และการบริหารแบรนด์/เครื่องหมายของสินค้า หรือบริการ 2) ระยะที่สอง เมื่อเริ่มดำเนินการได้แล้ว ต้องหาแนวทางในการดำรงรักษาธุรกิจให้กิจการเจริญก้าวหน้า การบริหารองค์กร การบริหารทรัพยากร การบริหารการตลาด การรักษาความเชื่อมั่นในสินค้าหรือบริการ การใช้นวัตกรรม การตอบสนองความพึงพอใจของลูกค้า การแก้ไขปัญหาอุปสรรคต่าง ๆ ให้สำเร็จลุล่วง การสร้างเครือข่าย การเจรจาต่อรอง การปรับตัวต่อการเปลี่ยนแปลงของเศรษฐกิจและสังคม การประเมินผลการดำเนินงาน การควบคุมคุณภาพ และการพัฒนาอย่างต่อเนื่องเพื่อความมั่นคงและยั่งยืน 3) ระยะที่สาม เน้นการประเมินผลเพื่อการปรับปรุงการบริหารองค์กร ผลิตภัณฑ์ การบริการ การแก้ไขความผิดพลาด และข้อบกพร่องต่าง ๆ โดยคำนึงถึงความพึงพอใจของลูกค้า และความยั่งยืนของกิจการ การขยายกิจการ และการวางแผนส่งมอบธุรกิจให้ทายาท หรือผู้ที่ต้องการดำเนินกิจการต่อไป ผลการวิจัยครั้งนี้เป็นไปตามวัตถุประสงค์การวิจัย ตอบคำถามการวิจัย และสอดคล้องกับกรอบแนวคิดการวิจัย

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คำสำคัญ: ความสำเร็จของพยาบาลผู้ประกอบการ, พยาบาลไทยผู้ประกอบการ, การพัฒนาความเป็นผู้ประกอบการ

Abstract

This qualitative research aimed to study the factors influencing the Thai nurses' entrepreneurship development and study the development of entrepreneurship in Thai nurses who are entrepreneurs and still operate and to study the path to success that will benefit the new generation of nurses who want to become entrepreneurs. Data were collected through in-depth interviews and stories from the business experiences of 20 nurses who are entrepreneurs or business owners and registered nurses who are the key informants and give clear saturation data and sufficiency data. The content analysis was used in the data analysis. The results of the analysis of data from the life stories and business experiences of the 20 nurses showed that different kinds of businesses had different concepts of running a business. The similarity was that nursing knowledge and nursing process including the characteristics of nurses should be applied in business operations along with business management, knowledge of the administrative process, and characteristics of executives and entrepreneurs needed to study and learn more about business administration including the entrepreneurship development guide for Thai nurses who wanted to become entrepreneurs together with both general advice and specific advice. From this research, it can be concluded that there are 3 phases of becoming successful entrepreneurs. They are 1) The first phase of entrepreneurship development is using more critical thinking, seeking more information, or studying more about the kind of business that one is interested in doing before deciding to start because there is not much time to lose trial and error during operating it. Please give the time to learn more from the others who succeed. Moreover, it has to learn more business knowledge, and law regulation dealing with the kind of business from the expert, and the lawyer. Before starting a business, many questions to answer are like these: - Who are your customers? What kinds of products or services? Where can the business/enterprise be established? How will administrative resources be prepared and managed? How will the market and brand management including the fund or finance handle? 2) The second phase of becoming an entrepreneur is studying continually business management, marketing, innovation, and technology. Customers are always important for all kinds of business. They are very important persons (VIPs). The products or services must serve their needs and satisfaction. The customer's needs are the priority in business. Quality control must be set for every step of production or service. The evaluation must be done for every step of production or service for correction and continuous development. 3) The third phase is the evaluation process.

This is not the end of operation but renewing or correcting the error for customers' satisfaction for sustainable enterprises. There are many things and processes to do for some special entrepreneurs because there are many kinds of entrepreneurs. Following the rules of each kind of business can cause more success than failures such as franchising, the investor, and insurance agencies. The results of this research are correct based on research objectives, research question, and research conceptual framework.

Keywords: Guideline to successful practice, Entrepreneurship development, Thai nurse entrepreneurs

Introduction

Nurses are the largest group of healthcare workers in Thailand. Since the year 2016, there have been 170,000 nurses working in every level of more than 10,000 healthcare service units at the primary, secondary, and tertiary levels, both in the government and private sectors. Every year, Thailand produces more than 10,000 nurses, but only 80% are professional nurses who work in the health service sector. The other 20% work in non-professional nurse functions and non-healthcare organizations. After 5 years of working, the nurse left the workplace, and only 50% of nurses still work in the health care system. (Boonthong and Hanucharumkul, 2016: 15–24). Thailand Nursing and Midwifery Council, TNC, and the government are trying to solve the problem of nursing workforce shortages, which have become a national problem (Khunthar, 2014: 81–90).

The nurse is another profession needed for the workforce market. In the year 2016, 190,000 nurses passed the license examination and registered as professional nurses. More than 13,000 nurses are produced per year, but it is not enough. The average work time in the nursing profession is only 1 year and 2 months. They left their jobs for many reasons, such as a low salary, hard work, and an improper career path. (Taowkram, 2016: Interview). The problem of a nursing workforce shortage was a chronic one, encouraging both the government and TNC to solve it. Because of hard work, a low salary, and insecurity in working positions and employment, they decided to leave their job. The reasons for leaving a nursing job of the nurses who worked in 95 general hospitals and center hospitals during the years 2003–2010 showed that 40.84% of nurses decided to leave their jobs in the first year, 25.57% left their jobs in the second year, and 25.57% left because they were non-government officers. In the first 5 years, the nurses received a salary of 15,000 Baht per month. The government would lose 90,000,000 baht per year in turnover without getting benefits for both the government and the population if 1,000 nurses left their jobs. (Srisuphan and Sawangdee, 2012: 5–12)

Now that we are in the 21st century, the conceptualization of nursing will change. Some nursing leaders or nurse experts try to say that nursing students should be taught about entrepreneurship so they can become business owners in the future. If health care services change the model of services from bedside nursing care to medical treatment, the nurses can show their ability in health promotion, prevention, and rehabilitation. The kinds of services will change from hospital to home health care, community services, etc. Schools of nursing in the Philippines are a good example of this concept. An example of this concept is the school of nursing in the Philippines. They used to produce nurses to send abroad, such as to Middle Eastern countries, but they changed their ideas to produce nurses who are entrepreneurs by adding the subject of entrepreneurship to their nursing curriculum. (Buhat, 2016). In Thailand, schools of nursing at Shinawatra University set the course of entrepreneurs in the curriculum; one of the elective subjects is named "Entrepreneur in Health Care Service." It is a suitable time to show the strength of the nursing

profession. (Chipibalsalit, 2016). Another school of nursing, Suan Dusit University, has put the subject of entrepreneurs in the curriculum to serve the university's mission that the student should establish their own business after getting a bachelor's degree, responding to the characteristics of baccalaureate that the nurse from the school of nursing Suan Dusit University can train professional nurses and self-entrepreneurs in four skills: 1) Food and Nutrition because Suan Dusit University is famous for catering and food; 2) Education of child-rearing and development in preschool children; 3) Service Businesses, especially aging care; and 4) Self-Directed Entrepreneurs (Taowkram, 2016: Interview)

The situation of nursing workforce shortage and the ways of nursing life caused the nurses to feel tired, stressed, burned out, and bored with their profession. When they think of new things in their lives to get a better quality of life and more life satisfaction, business areas are the new choice for them. Some of the nurses who gave up their nursing jobs became business owners. Some of them started their businesses or new jobs while working in nursing, too. If the nurses need to become entrepreneurs, many questions need proper answers, as follows: When should they start? How can they do it? What is the support they need, and where does that support come from? Who can support them? If they are old entrepreneurs, how do they run their businesses from the past until now and into the future? Which kinds of businesses are suitable for nurse entrepreneurs? It is a suitable time for nurses to become self-employed, business owners, or investors. The study of entrepreneurship development among Thai nurses can provide answers to many questions from the former paragraph, and the results of the study should provide guidelines for successful practice for Thai nurse entrepreneurs. Lastly, I hope that the knowledge from this study will be useful for management classrooms and for others who need to become entrepreneurs.

Objectives

1. To study the factors influencing Thai nurses' entrepreneurial development.
2. To study entrepreneurship development with Thai nurses who can reach the point of successful practice for entrepreneurs
3. To find the guidelines for successful practice for Thai nurse entrepreneurs.

Research question

How can successful Thai nurse entrepreneurs develop their entrepreneurship and operate as successful entrepreneurs?

Conceptual framework

The conceptual framework represents successful practice for Thai nurse entrepreneurs by using knowledge based on the management process to show the relationship between many factors dealing with input, process, and outcome during entrepreneurial practice. It is composed of three groups of theories of entrepreneurship that are based on: A) psychological theories of entrepreneurship or personality traits; B) sociological and

anthropological theories or models; and C) socio-economic theories or models that influence the success of small businesses.

The theoretical paradigms, observations, and criticisms are shown in the conceptual framework as shown in Figure 1.

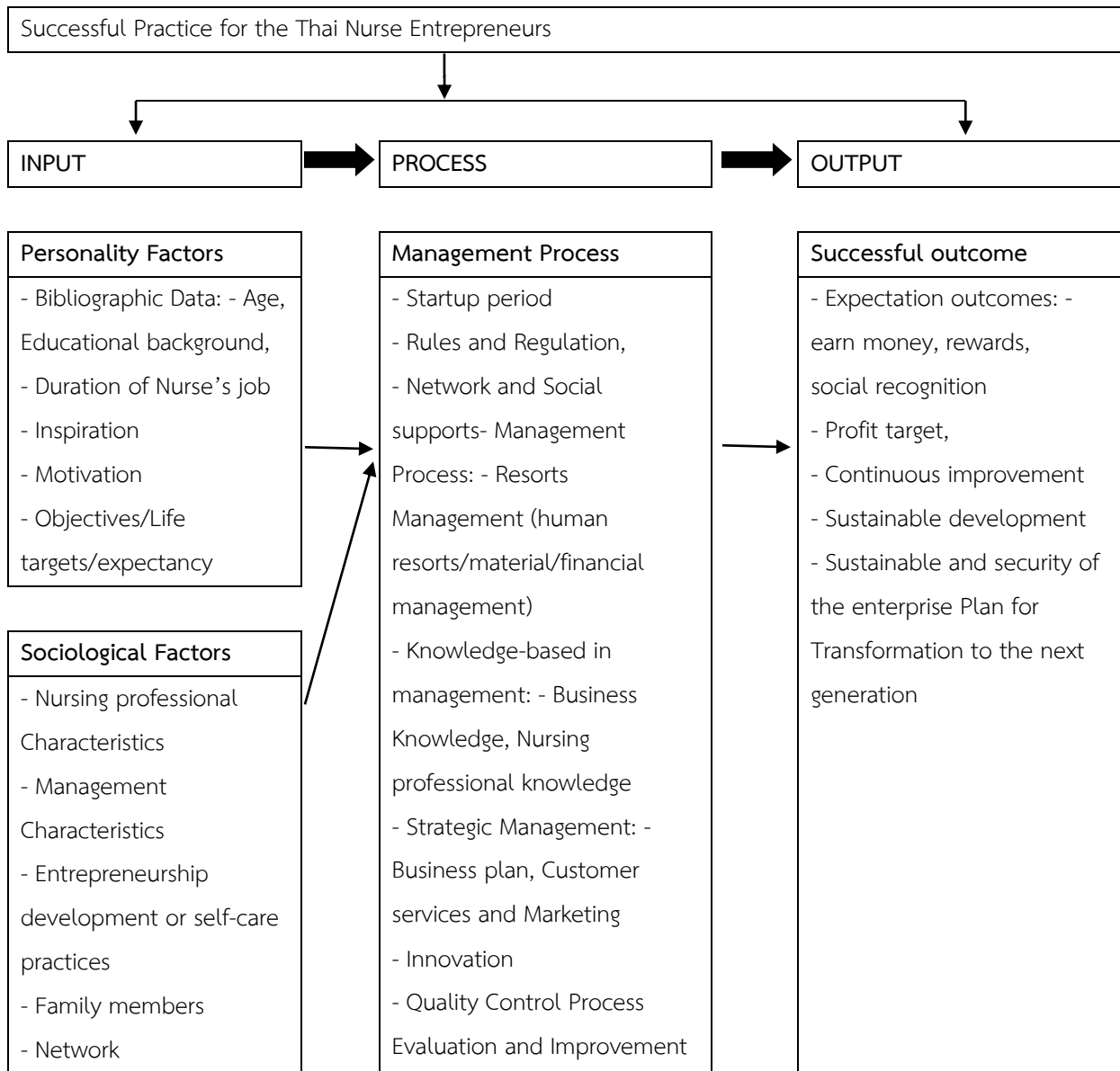


Figure 1 Conceptual Framework Represents the Successful Practice of Thai Nurse Entrepreneurs

Methodology

Design

The paradigm of this research is exploratory research using qualitative research. approach and the main research methods for data collection are in-depth interviews and narrative approaches. The interviews are research-based conversations that are oral and based on objective, unbiased data collection and interpretation. This research aimed to study the factors influencing Thai nurse's entrepreneurial development, the entrepreneurship development of Thai nurses who became entrepreneurs and still operated their businesses, and a guideline for successful practice for new nurse entrepreneurs. The expected outcome is the Guideline for Successful Practice for Thai Nurse Entrepreneurs.

Population and sample

The research mainly focused on the key informants, who are Thai nurse entrepreneurs. Their areas of business are separated into three types: 1) The businesses that are directly related to the field of health care, such as professional nurses and midwifery clinics, Thai classical clinics, nursing homes, nurseries for babies, nursing service agencies, health spas, etc. 2) The businesses that are related to healthcare, such as medical instrument agencies, drug stores, costumes for health care personnel, healthy cosmetics, etc.; and 3) The businesses that are not related to healthcare, such as direct sales, insurance agencies, network marketing, investors, franchisees, resorts, resort buildings for rent, etc.

The key informants of this study are those who worked as entrepreneurs in the positions of business owner, chief executive officer (CEO), director, manager, and/or member of the administrating committee of that organization. Their businesses had been operating for more than 5 years and had invested more than 1 million baht. The above-mentioned characteristics can confirm the success of entrepreneurs. (Shrestha, 2012: 9–10)

The 20 informants were selected by intention or purposive sampling using the snowball method. They were asked and invited to become samples for this research, and they can deny it if they disagree. They answered 18–20 questions owing to the nature of their business. They are all pleased to show the names of their companies. The snowball method was used after interviewing the informants, who were asked to introduce someone else who was a successful Thai nurse entrepreneur. The researcher decided on the selection of new key informants. 20–30 informants can provide saturated and sufficient data for qualitative research. (Sutheewasnon and Pasunon, 2016: 32-48)

Research instruments

The process of data collection was done step by step. First, for the development of the Research The instrument, the interview questions, and the tool for data collection are composed of 20 open-ended questions arranged from a literature review based on antecedent factors before becoming an entrepreneur or background, entrepreneurship development, successful entrepreneurship, business owners' characteristics, and nurses' characteristics, administrative processes, quality control and quality improvement processes,

successful enterprise assessment through a transformation plan, and lastly, the advisories for the nurses who need to become entrepreneurs.

This tool was validated by five validators and had an IOC between 0.80 and 1.00. It was suggested to adjust from 15 questions to 20 questions, and then try it out with five Thai nurse entrepreneurs. The recorder was used to record the conversation between the interviewer and interviewees. The recorder assisted in recording every word and preventing important points from being lost. The camera is used for the photographic record to show real situations during interviewing.

Data collection

Data collection was done step by step using in-depth interviews and narrative approaches with 20 entrepreneurs or business owners who used to be or are still practicing nurses. I selected the key informants by intention by looking on the internet, asking friends, asking former key informants for recommendations after interviewing, and making a list of more than 20 people. The telephone was called to introduce the interviewer, tell the objectives and details of this research, tell the characteristics of the sample, and invite her to be a sample. If she agrees, then make an appointment. appointment, if the sample was not convenient to meet the interviewer but needed to be interviewed via telecommunication, make an appointment for a proper time. This data collection process occurred in the early pandemic of coronavirus infection. (COVID-19 pandemic). Go to the interview at the appointment time. The data collection period runs from January 5th to March 31st, 2020.

The key informants lived in provinces outside of Bangkok and closed areas, or they did not allow themselves to meet together. Thus, they were interviewed by telephone. The conversation or video calls from the LINE application were recorded by asking for permission to record the voice and photograph during an in-depth interview or after finishing the interview. The interview was conducted in Thai and translated into English, and each interviewee was asked to confirm the same understanding because this research must be written in English. The data was arranged for each item and the specific issue of contents analysis.

The data was verified in stages; the interview was conducted in Thai, the answers were translated into English, and each interviewee was asked to confirm their understanding. All narrative data from the interviewee was translated into English, arranged into each item, and sent back to the interviewee to confirm. After that, the data was verified by two doctors. (1 in nursing and 1 in management).

Data analysis

The content analysis completes the data analysis procedures. The triangulation method due to the qualitative research was used by member checking, asking team members, visiting enterprises, and looking at websites. The triangulation method was used to increase confidence in the findings through the confirmation of a proposition using two or more independent measures. (Heale and Forbes, 2013)

Results

Through comprehension of concepts, theories, and literature related to the subject study attested to the analyses of research results. Answer the interview questions that emphasize antecedent factors before entrepreneurship or background, entrepreneurship development, successful entrepreneurship, business owners' characteristics, and nurses' characteristics. The results of this study are correct based on the research objectives, research question, and research conceptual framework.

The presentation of research results was shown in some tables' presentations of data from content analysis. The research collected data from 20 Thai nurse entrepreneurs. They are all women. Their ages range from 37 to over 60. They are working in different positions in their organization. 15 business owners/CEOs, 2 directors, and 3 self-employed people are responsible for sharing their duties. The areas of business and their workplaces are separated into three types, shown in Table 1.

Table 1 The areas of nurse entrepreneurs' workplaces separated into 3 types

The type of business	Thai Nurse Entrepreneurs' Workplaces
1) The businesses that are directly related to the field of health care, such as professional nurses and midwifery clinics, Thai classical clinics, nursing homes, nurseries for babies, nursing service agencies, health spas, etc.	This study found 5 of Nursing Home Care, 1 of Nurse Aid/Care Giver School, 2 of health care agencies,
2) businesses that are related to health care, such as medical instrument agencies, drug stores, costumes for health care personnel, healthy cosmetics, etc.	This study found 2 of Healthy Cosmetic Enterprises,
3) The businesses which are not related to health care such as direct sales, insurance agencies, network marketing, investors, franchisees, resort or apartment and building for rent, etc.	This study found 4 of Buildings/Apartment for rent/Resort, 2 of Franchising in children's education, 2 of Assurance agencies, 1 of Fabric Industry/costume products, 1 of the venture.

The period in the nursing profession before becoming an entrepreneur: 2 of them left the nursing job during 5–10 years of working, 3 of them left during 11–15 years of working, and 15 of them are still working in the nursing job after more than 15 years of running their business.

The period for becoming an entrepreneur for 20 Thai nurse entrepreneurs is more than 5 years. Two of them started their business after giving up their nursing job; the others (18 people) started their

business parallel with working the nurse job; and only three people gave up their nursing jobs after the good progress of their business. Now 12 people are still working in the nursing field and running their businesses too.

The reasons for becoming to entrepreneur and kind of business selection are:

- We are nurses, so we can do the nursing home.
- It is the social trend of an aging society; it is a suitable time to run this business a nursing home for the elderly.
- My mother asked me to do the apartment for rent.
- It can be my own business and help slow learners learn.
- To increase our family income
- My old leader asked me to receive this business.
- It can grow and go into international business.

In many aspects (knowledge finding, self-development, organization development, planning system, product/service innovation, and process innovation), their entrepreneurship development got information from business seminar courses and short course training, self-development and self-learning, short course training from a government organization, self-learning from team members of their business partner, the subject of management in a master's degree or doctorate class, etc.

The networking and supportive factors: All of the key informants have many connections to different types of businesses.

1. For the nursing home care business to have a connection with the government offices such as the Thai Elderly Promotion and Health Care Association, to support her in networking and the know-how of setting up a nursing home. The Department of Business Development (DBD), Ministry of Commerce, for learning the course "Ageing Health Care Centre Administration for Centreed Administrators".

2. Every sample entrepreneur has good support from family members, even though their Family members did not understand much during the startup period. All of the family members agreed and were willing to help them with almost any activity or as much as they could. The support from family members, such as caring, taking on the role of housework, driving, and helping in some activities that they can do instead of employing some personnel such as lawyers, accountants, or financial controllers,

3. Connection with some banks for joining ventures or helping in financial controllership and loans when needed.

The study of quality control processes, problems and obstacles, and risk management processes in their business:

1. Everyone agrees that the quality control process is important for their business. especially for a service organization. They must maintain the quality of their services and products for their customers. Some businesses should do quality control and follow the rules of the government, such as healthcare businesses, which follow rules from both the Ministry of Health and the Ministry of Commerce.

2. All of them usually solve problems and improve quality during operations. and when received, customers complained.

3. Each type of enterprise has different problems or obstacles that disturb every success, such as lack of skilled manpower and lack of financial support; some budgets must use personal loans, sell out, or give up some non-profit part of the business.

4. Risk-taking has usually occurred for all entrepreneurs since they started the business, so risk Management must be learned through many opportunities, such as learning by doing, selecting the best one, and learning from experts such as lawyers, accountants, etc. It is good to employ experts to do their job instead of doing it by trial and error.

In the financial and budget management processes (investment, budgeting, account keeping, report preparation, and running a business), every nurse entrepreneur employed accountants or financial controllers to control the finance and budget management processes and learned from them too. Even though their son or daughter has finished the accounting courses, they can use their son or daughter to do these jobs.

The human resource management system (resources, recruitment, retention, and retirement) Every nurse entrepreneur has established the process of human resource management since they recruited personnel by themselves or through participation in the recruitment process. Arranged the course for training or sent the new personnel to short-course training, which was arranged by the main company or by the government sector. Set the ladder of salary, welfare, and rewards for all employees according to their job description and their responsibility for motivation and personnel retention until retirement.

Dealing with the nursing profession, the business profession, and the growth and diversification of business study

1. All of the nurse entrepreneurs agreed that they must thank the nursing profession. because the nursing curriculum taught many things that they can use in running their business, such as communication techniques that can help in dealing with many kinds of people in bargaining and negotiation.

2. Passion, empathy, accountability, and responsibility brought back trust and recognition from the customers.

3. They can use the nursing process for problem-solving, not only for nursing care of the patient. but also use it for other problems in management.

4. The knowledge in business used the management process in resource management, cost-effectiveness evaluation, risk management, quality control, and quality improvement.

5. For the transfer of business, all of them prepare to transfer their business to a son or daughter, to their business partner, or to the one who needs to handle it.

For success in their business and guidelines for successful practice: Even though there are many different types of businesses that nurse entrepreneurs can start, this research can conclude that there are three phases to being successful entrepreneurs.

1. The first phase of becoming an entrepreneur Before starting an entrepreneur's life. The steps of entrepreneurship development

Please use more critical thinking by seeking out more information (as much as you can) or Study more about the kind of business that you intend to start before deciding to start because you do have not much time to lose from trial and error during the operation of the business. Please take the time to learn more from the others who succeeded, or visit the site if you can. Seek out more business knowledge, even if it comes from training. Learning about law and regulation dealing with this kind of business from the expert, the lawyer There are more topics of business knowledge to learn and prepare for before starting up for success. You must answer many questions before starting. All of the questions are like these: Who are your customers? What are your products and services? Where can I establish the business or enterprise? How to handle the market, brand management, fund, or finance

2. The second phase of becoming an entrepreneur, is after the startup entrepreneur's life.

Please study continually about business management, marketing, innovation, and technology. Customers are always important for all kinds of businesses. They are very important people (VIPs). The products or services must meet their needs and satisfy them. The customer's needs are the priority in business. Technical know-how for a process or line of production: how and who are you dealing with? Who can help you solve problems even though you have set up a risk management system for your enterprise? Seek out networking or associations for your kind of business to make the information or arrangement more powerful for some bargaining. Quality control must be set for every step of production or service. Evaluation must be done for every step of production or service for correction and continuous development.

3. The third stage is the evaluation process. This is not the end of the operation, but to renew or correct the error for customers' satisfaction and a sustainable enterprise.

There are many things and processes to do for some special entrepreneurs because there are many kinds of entrepreneurs. Following the rules of each kind of business can lead to more success than failure, such as franchising, investing, and insurance agencies.

Discussions

From the analysis of qualitative research and multiple case studies, all cases indicate the formation of the entrepreneurial process. This research found that nurse entrepreneurs or nurse businesswomen start their entrepreneurial process by seeking opportunities and being challenged to take risks. They were required to learn more for business knowledge or training skills from start-ups through running their business and for entrepreneurship development. They try to learn more from other professionals, such as lawyers and accountants, that they deal with during the operation of their business. Learning from short-course training that is arranged by government organizations, some private organizations, although from supplier and suppliers and partners All of the nurses in this study try to study for a master's or doctorate to learn as much as they can. Everyone accepted that networking, innovation, and technology are important and necessary for their operation, especially in marketing, customer needs surveys, and customer responses.

They all accepted that they have many weak points, such as a lack of knowledge in brand management, financial control, and law and regulation. The operation must follow the standard of quality control, not from one organization; there are many standard requirements to control each kind of business, such as the regulations from the Ministry of Health, the Ministry of Commerce, and the Ministry of Industry. The competition continued for a long time throughout the operation. They all set the target for success and indicated success by the decrease in debt, the increase in profit, the increase in business income, the increase in customers, etc. They are all saying that they have met the target point that they have expected since they first started. They all thought of transforming their businesses for the next generation. The preparation for transformation occurred by sending their son or daughter to learn business management, law, finance, or accounting at the university, bringing their son or daughter to look for and train in their business operation, or participating in some meeting that was arranged on some occasion. They all accepted that nursing professional knowledge and character mostly help them through the operation of their business, especially human skills, communication skills, passion, sympathy, and responsibility, which can help them in a negotiation situation.

The Thai nurse businesswomen operated their entrepreneurial process according to the Model of the Entrepreneurial Process by Bygrave (2004), which presented the entrepreneurial process as a set of stages and events: the idea or conception of the business, the event that triggers the operations, implementation, and growth. (Vania, Nassif, Ghobril, and Siqueira de Silva, 2010) showed their successful practice step by step as a concept from Ardichvili et al. (2003: 107). Besides this, Sajeeb and K.S. (2012) expressed that entrepreneurial success depends on growing industries, financial capital, market attractiveness, environmental favorableness, the entrepreneur's personality traits, and social networks.

The guidelines for the new entrepreneur to succeed from this study found that they advised that every nurse who needs to become an entrepreneur should think first and make the decision about what kind of business they are interested in or need to do, learn, or train more in that selected business knowledge, operate with intention and passion, bravely take a risk, and try to solve the problems. Do not forget to respond to the customer's needs and make continuous improvements with innovation and technology. Be professional during operation through the process of success.

Conclusion

The conceptual framework from this research explained the entrepreneurial process of all Thai nurse entrepreneurs before their success, and the result of the study can be a guideline for successful practice for Thai nurse entrepreneurs, which the new entrepreneurs can use in their process. The study showed that since all motivation or intention to become an entrepreneur is the same, the ways of entrepreneurship development, the ways of business management, and how to use and manage every resource (human capital, budget, instrument, and management system) to get the best result of operation-that is successful entrepreneurial and can be sustainable organizations to be an example for new entrepreneurs.

Short-course training in business management is essential for new business owners and entrepreneurs, such as the training course on quality control, quality assurance, and quality management and improvement.

This research, which studied different kinds of businesses, intended to show differences in intentions, the process from start-up through success, and successful outcomes. If every new entrepreneur received good support from a bank for financial control, support from the government for new knowledge of operation through the whole process, and support from family members, there would be a successful entrepreneur in Thailand, as the policy Thailand 4.0.

This study started during the COVID-19 pandemic. So some of the samples deny being called to make an appointment, some must answer the interview by phone instead of direct face-to-face communication, and some enterprises are preparing to change the process of services for a new normal of living, especially nursing home care, which increases preventive systems and sets strict protocols to prevent their clients and personnel from Coronal Virus infection.

The study could be summarized by saying that the results occurred based on the research conceptual framework.

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