

# Motivational Patterns and the Performance of Entrepreneurs: An Empirical Study of Women Entrepreneurs in South-West Nigeria

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## ABSTRACT

*Over the years many research works have examined the motivation of women into entrepreneurship. Evidence has shown that several factors have been responsible for women's involvement in entrepreneurship. These factors have multiple effects on the enterprise, irrespective of its ownership and control. Therefore, the main thrust of this paper is to examine different dimensions of motivation and their relationship with the performance of women entrepreneurs in South-West Nigeria. Both primary and secondary sources were used in gathering the data required for this paper. The instrument of questionnaire was used in conducting this research. The models of correlation coefficient and chi-square were used in analyzing the questionnaire collected from the respondents. The results show that there is positive relationship between motivational factors and the performance of women entrepreneurs in South-West Nigeria. Among other things, it was recommended that irrespective of the factor(s) that motivate women entrepreneurs into business, there is need for them to go for training and other capacity building programme so as to be equipped with the required skills for running their businesses.*

*Keywords: Business Performance, Entrepreneurship, Motivation, Training, Women Entrepreneurs*

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## INTRODUCTION

Entrepreneurship has brought women into the mainstream of economic development and turned them into world changers. Women form micro-enterprises and bring their values through product/service to the market place; thereby changing the face of the nation's business. They strive to maximize the utilization of their talents in their own businesses. The

factors that motivate Nigerian women entrepreneurs affect the way and manner in which they conduct business. Motivational patterns of women entrepreneurs deal with the issues of the nature, types and dynamics that exist among women entrepreneurs in different sectors of the economy. Their ability to evaluate the patterns of their motivation before starting a business goes a long way in helping them to perform effectively for the achievement of their business goals and objectives (Brunstein & Maier, 2005; Mansor, 2005). Motivational pattern is

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a complex phenomenon and often differs in terms of the constructs and types of business involved. According to Katz and Kahn (1978) different motivational patterns are likely to exist across the different sectors of the economy. In support of this, National Women's Business Council (NWBC) (2003) opined that different motivational patterns arise when different types of enterprise are examined in different sectors of the economy. Kahn (1978) and Tung (1981) identified three patterns of motivation as (i) rule enforcement, (ii) external reward and (iii) internalized motivation. Orhan and Scott (2001) also identified five patterns of women entrepreneurial motivation; (i) dynastic compliance, (ii) no other choice (iii) entrepreneurship by chance (iv) informed entrepreneurs and (v) pure entrepreneurs.

According to Das (2005), women go into business simply because they had time to do the business; they needed something to keep them busy; because their husband is into the same kind of business; or because they see it as an opportunity to start business in that line. Others were forced into business because; of their need for money either to augment their earnings or because they have a need for business, availability of certain resources such as time, finance, labour, or because they want to be independent. Das (2005) classified these reasons under created entrepreneurs. Understanding the relationship between motivation and business performance among women entrepreneurs can help individuals, women, institutions in policy decision making. This study is carried out to examine the relationship between the motivational patterns of women entrepreneurs and their performance in South-West Nigeria. To achieve the objective of this paper, we hypothesized that there is significant relationship between different motivational patterns of women entrepreneurs and their performance in business.

## LITERATURE REVIEW/ CONCEPTUAL FRAMEWORK

### Motivational Patterns of Women Entrepreneurs

Shapero and Sokol (1982), Kent, Sexton, and Vasper (1982), Hisrich and Brush (1985), Patel (1987), and Gelin (2005) classified motivation patterns into 'push and pull' factors. The results of their findings revealed that most women under their study agreed that push factors motivated them to start their businesses. The push factors include; frustration and boredom in their previous jobs, lack of interest in their former businesses, dissatisfaction in their financial status and their husband unsatisfactory state of position, while pull factors include autonomy, independence, education, availability of resources and family security. To support this, Rayn and Deci (2002) and Brunstein and Maier (2005) classified motivational patterns into intrinsic and extrinsic motivation. GEM (2005) also identified two motivational patterns among women entrepreneurs; 'opportunity driven' and 'necessity driven' entrepreneurs. Brunstein and Maier (2005), Gelin (2005), and Das (2005) viewed these factors as chance, forced and created factors. As shown in Table 1, three categories of women entrepreneurs exist and these are 'chance', 'forced' and 'created' entrepreneurs. 'Chance women entrepreneurs' are those who started a business without any clear goals or plans. Their businesses probably evolved from hobbies, special interests, involvement in family business etc. 'Forced women entrepreneurs' are those who were compelled to start their businesses by circumstances such as death of a spouse, financial difficulties, lack of help from anybody, loss of job, divorce etc. 'Created women entrepreneurs' were categorized into programme and environmental motivated women entrepreneurs. While programme mo-

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