

DETERMINING WOMEN ENTREPRENEURIAL MOTIVATION: A REVIEW OF THEORETICAL MODELS

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ABSTRACT: *The objective of this study is to review theoretical models that determine women entrepreneurial motivation. The works of Bartol and Martins (1998); Kjeldsen and Nielson (2000); Mansor (2005) and others were used as basis for reviewing theoretical models that determine women entrepreneurship. Theoretical models are used as platforms that can motivate women into entrepreneurship. The works of Gartner (1985) revealed an interactive process of women entrepreneurial motivation. Examining women entrepreneurial motivation and review of theoretical models that can help to determine how best to encourage more women to be involved in entrepreneurship development. And on the other hand, it raises some practical implications for policy makers both in the government and industry. However, this study is limited based on the information available when the research was carried out. Further research could look at the effect of the entrepreneurship education on women entrepreneurial activities. This paper recommends a study of entrepreneurship models as catalyst for women who want to start their own business so as to know the factors that can encourage and facilitate their performance. This will help to influence more women towards entrepreneurship. The study makes theoretical contribution by focusing on the research area that has received less attention especially in the context of the topic.*

KEYWORDS: Women, Entrepreneurial Motivation, Theoretical Models

INTRODUCTION

Entrepreneurship which is usually seen from the perspective of men driven economy due to its complexity, has recently witnessed an influx of the female gender especially in the area of SMEs (Gelin 2005, Josiane, 1998). Experience has shown that economic development and policy implementation can be fully realized if more women can get involved in entrepreneurship development. Global Entrepreneurship Monitor (GEM) (2005) confirmed that women participate in a wide range of entrepreneurial activities across the 37 GEM countries and their activities in different countries have paid off in form of many newly-established enterprises for job and wealth creation. Issues explored by women entrepreneurs as listed in previous studies include their socio-demographic and economic background, the factors that facilitated or inhibited their decisions to become entrepreneurs and their experiences in entrepreneurship (Hisrich, Micheal and Shepherd, 2005).

While women's entrepreneurship is a central aspect of economic development and public policy concern in most countries, scholarly research about their entrepreneurial activities is comparatively scarce (Usman, 2008). Consequently, their activities in the economy have received an outstanding interest of researchers. Examining particular issues that affect and confront women in business is therefore very important (Ozar, 2002; Usman, 2008). This study came up as a reaction to the research report of Schuttle, Boshoff and Bennett (1995) which suggested that male entrepreneurs have been extensively studied and the focus should now be shifted to the study of female entrepreneurs. Issues on how to encourage more women in business and entrepreneurship has received considerable comments and suggestions from researchers (Josiane, 1998; Ozar, 2002). For instance, ILO (2003) suggested conducive environment and good practices; Bartol and Martin (1998) suggested women exposure to entrepreneurship education; Kjeldsen and Nielson (2000) looked at women's ability to recognize their personality traits and characteristics; Morrison, White and Velsor (1987) examined the issue of capacity building and training; Familoni (2007) saw women entrepreneurship development as an outcome of the presence of 'glass ceiling' in employment.

Evaluation of the factors that can encourage women to go into business is not sufficient, there is need to develop theoretical framework and models to support these factors (Kjeldsen and Nielson, 2000; Mansor, 2005). In furtherance of this argument, researchers such as Bartol and Martin (1998); Kjeldsen and Nielson (2000); Mansor, (2005) have developed models for determining entrepreneurial motivation. It is upon this premise that this research work emerged. The objective of this paper is to review theoretical models based on existing literature for determining women entrepreneurial motivation. The proposed research models will build a body of empirical proof derived from existing literature which leads to the use of replication logic in other places depending on environmental setting. This work is divided into five sections. Section one is the introduction, section two looked at the literature review on women entrepreneurship and motivation, section three examined existing models on women entrepreneurship motivation, section four reviewed theoretical models to determine women entrepreneurial motivation, section five is conclusion and recommendations.

LITERATURE REVIEW/CONCEPTUAL FRAMEWORK

Women Entrepreneurs and Motivational Factors

Motivations of women entrepreneurs empirically, are associated with different factors. The classification of these factors varies from author to author. For instances, Bartol and Martin (1998) classified motivational factors into (i) Personal characteristics, (ii) Life-path circumstances and (iii) Environmental factors. While Shapero and Sokol (1982); Sexton and Vasper (1982); Hisrich and Brush (1986) findings classified these factors into push and pull factors. The results of their findings revealed that most women under their study cited push factors as their major motivation into business. These factors include; factors of frustration and boredom in their previous jobs, lack of job satisfaction while pull factors include; independence, autonomy and family security. Reviewing the findings of Carland, Hoy, Boulton and Carland (1984), achievement of entrepreneurial goals which may be: target for growth, profit or innovative strategies was seen as same as reason for women venturing into entrepreneurship.

In the same vein, researchers such as Taylor (1988); Fierrman (1990); Zellner (1994); reported that flexibility to manage their dual responsibilities and for a more balanced life are the major factors why women leave paid job to start their own businesses. In support of this, Konrad and Langton (1991) and Morris et al (1995) reported that family issues and responsibility are important to women and can influence their career choices. Ivancevich et al (1997) and Gelin (2005) further argued that “pull and push factors” may include survival, desire to achieve personal goals, or to feed one’s family or to be respected, quest for pride of ownership, due to peer pressure, desire for social recognition, desire to deal with the issue of gender discrimination in the labor market, loss of job to mention but a few. Aside these factors, recent researchers have devoted more attention to the “glass ceiling” (barriers that prevent female mid-managers from moving up to the executive suite) as a factor that motivate women into business (Morrison, White and Velsor, 1987; Griffin, 1995; Walbert, 1995; Crichton, 1996; FAMILONI, 2007). This was in line with the results of Lawlor (1994) and Hisrich and Brush (1986) that saw glass ceiling as an organizational push factor that can motivate women to leave their corporate positions to become entrepreneurs.

Vesalainen and Pihkala (1999) in their work identified two schools of thoughts as the main factors that determine entrepreneurial action among women. These are ‘environmental and people schools’. The environmental factors which is also known as called ‘circumstantial approach’ include the cultural and structural conditions which emphasizes more on the issues such as government legislation, financial, family and community support (ILO, 2003). The people factor which is also known as ‘trait approach’ emphasizes more on the entrepreneurial characteristics such as need for achievement (McClelland, 1961); locus of control (Levenson, 1973); tolerance of ambiguity (Timmons, 1978); skill and creativity (Drucker, 1985); and risk taking (Brockhaus, 1982). Considering the negative factors that push women into entrepreneurship Jaimie et al (1998) claimed that discrimination, segregation, role conflict between family, work and institutionalized barriers cause differences in business for males and females. Taylor (1988) identified the following as the negative reasons that can push women into entrepreneurship; traumatic events such as being fired from office or losing a job; boredom

with a current job; change in personal circumstances such as divorce or pregnancy; a growing need for financial independence; and desire for new professional challenges. Fisher, Reuber and Dyke (1993) also looked at the factors that motivate women into entrepreneurship from the sociological point of view. According to Fisher, Reuber and Dyke (1993), these social factors include family obligations, limited opportunities for women in the workplace and limited advancement opportunities. Some psychological factors that push women into starting their own business include; desire for personal achievement (McClelland, 1961), previous personal experience, self-fulfillment and Self-transcendence (Maslow, 1948; Butter and Moore, 1997). Cooper (1986); Watkins and Watkins (1986) findings reported that some complex economic and non economic factors which act as obstacles that might turn around to serve as internal pushing factors for women entrepreneurship. These factors include; need to improve quality of life, migration from urban to rural area, life activities within moderate economic climate, dissatisfaction with the previous job and others.

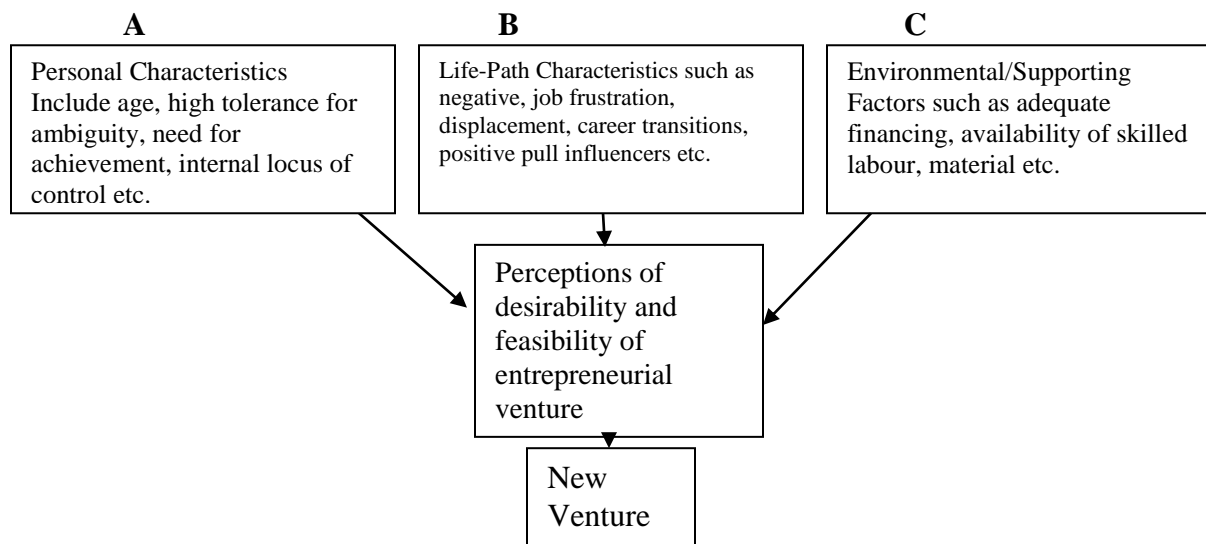
Existing Models on Motivation of Women Entrepreneurs

Several researchers such as Shapero and Sokol (1975); Kent, Sexton and Vesper (1982); Bartol and Martins’ (1998); Kjeldsen and Nielson (2000); Mansor (2005) and others have made attempts to develop models for determining entrepreneurial motivation. Each of these researchers approached the design of the model from different perspectives. Some of these models will be looked at in this section.

Bartol and Martins’ (1998) Model

Bartol and Martins’ (1998) model on women entrepreneurship argued that factors that motivate women into entrepreneurship include; (i) personal characteristics, (ii) life-path circumstances and (iii) environmental/support factors. These factors can be represented in a diagram as Figure 1.

Figure 1: Factors that affect the desirability and feasibility of entrepreneurial perceptions of new venture



Source: Bartol and Martin, (1998)

(i) A = Personal Characteristics:

Recent researchers have demonstrated the impact of personal characteristics on entrepreneurial behaviour. Examples of such work include Smilor (1997); Wortman (1987), Baron (1998); Douglas and Shepherd (2000) cited in Gatewood (2004). These factors are made up of two major variables include personality characteristics and background characteristics (Bartol and Martin, 1998). Studies of existing entrepreneurs have reviewed that most women started their own business as a result of personality such as need for achievement (McClelland, 1960), locus of control (Levenson, 1973); Brockhaus (1980); high tolerance for ambiguity (Timmons, 1995) while the background characteristics that may influence women entrepreneurs include variables such as childhood family environment (Hisrich and Brush, 1984); education (Cooper and Dunkelberg, 1987); age (Reynolds, 1992; Timmons, 1995) and work history (Ronstadt, 1984 and Bartol and Martin, 1998).

(ii) B = Life-Path Circumstances: Another important variable that usually influence women entrepreneurs is life-path circumstances. The variables that contribute much to this factor include; unsatisfactory work environment, negative displacement, career transitions and positive-pull influencers (Brochhaus, 1982; Burlingham and Hartman, 1989, Jefferson, 1988, Darlin, 1996, Weil, 1989 and Lewyn, 1988 cited in Bartol and Martin, 1998).

(iii) C = Environmental/Supporting Factors: These factors have to do with the favourable conditions that act as basic prerequisites for starting a business. The variables that can be used in determining these factors include; adequate financing, availability of skilled labour, accessibility of suppliers, accessibility to customers, availability of infrastructures such as land, transportation, electricity etc and availability of supporting service system such as incubators, support networks, living condition etc.(Bartol and Martin, 1998).

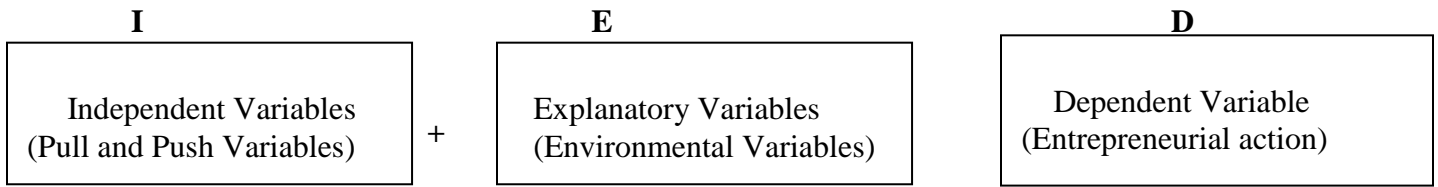
(iv) D = Perception of Desirability and Feasibility of Entrepreneurial Venture: The factors in model A, B and C are subject to the ability of the women to desire and ensure that they see the realization of their dream in form of a new venture. The higher the intensity of these factors, the higher the possibility of having the new venture in form of entrepreneurial activity.

(iv) E = New Venture: This is a function of the combination of the variables in model A, B, C, and D. That is, $E = \sum A + B + C + D$. Where A is the personal characteristics, B is life path characteristics, C is environmental factors and D is perception of desirability and feasibility of entrepreneurial venture. New venture is only possible when all these variables are in place.

2. Kjeldsen and Nielson (2000)'s Model

In support of the Bartol and Martin, (1998)'s model, Kjeldsen and Nielson (2000) in their research work developed a model that shows the variables that can influence women into starting an entrepreneurial event. They called these variables; independent (push and pull), dependent (entrepreneurial action) and explanatory (feasible) variables. Push and pull variables may include; loss of job, training, business opportunity etc, desirable variables may include; culture, pressure to continue family business etc while feasible variables may include; government development programme, loan scheme, networking etc. These variables are the framework conditions necessary for the birth of every entrepreneurial venture. They are interwoven and interdependent. The more these factors interact and work together the more entrepreneurial activity become a reality. As Kjeldsen and Nielson (2000) rightly said, "it must be assumed that through these framework conditions, it becomes possible to influence a person's impression of whether it is desirable and also feasible to create a new enterprise".

Fig 2: Entrepreneurship Motivational Framework



Sourced: Kjeldsen and Nielson (2000), modified by the researchers.

Kjeldsen and Nielson (2000)’s model for entrepreneurial motivation in the above diagram shows that two variables can be used to explain the entrepreneurship motivation framework. These variables include pull/push factor and environmental factors. The pull and push factors may include; job dissatisfaction, loss of job, divorce, education, availability of resources, while environmental factors may include role model, government scheme for entrepreneurial development and family support. The presence of the pull and push variables can help a woman to perceive entrepreneurship as something desirable which might lead her to conduct a feasibility study on the desired venture before taking decision whether to embark on such venture or not. Based on the above model, Kjeldsen and Nielson (2000) advanced an assumption that “the perception of whether something is desirable will affect a person’s impression of whether it is also feasible – and the other way around”. Kjeldsen and Nielson (2000)’s model shows that entrepreneurial action which is the dependent variable (D) is a function of the combination the independent variables (I) and explanatory variables (E). That is $D = \sum I + E$. This can further explained with a table as in below;

Table 1: Factors that Influence the Implementation of Entrepreneurial Event.

Negative Factors (Push factors)	Desirable	Feasible
Immigrant	Culture	Government Support scheme
Loss of job	Family	Role models
Tired of job	Colleagues	Partners
Training/Education	Friends	Network (profession)
Saw a business opportunity	Network (all types)	
Availability of fund/labour/material		
Positive factor (pull factor)		

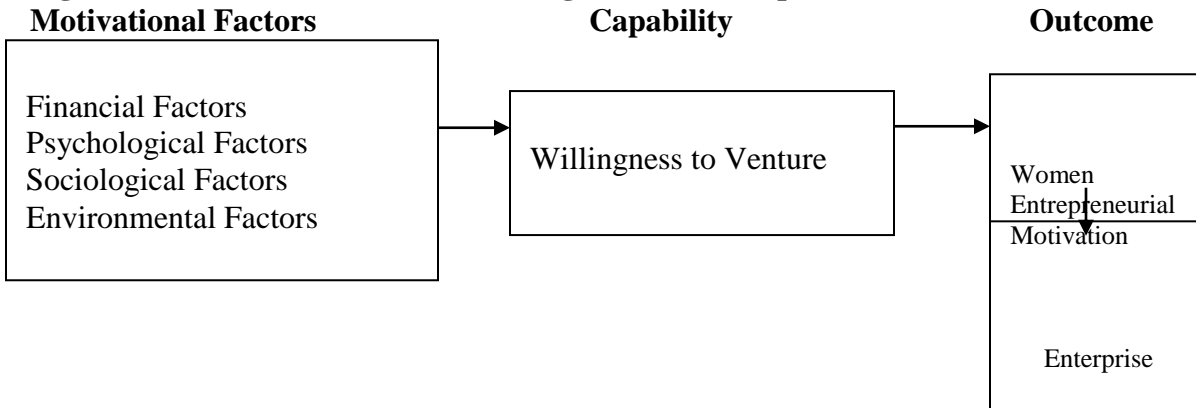
Adapted from Kjeldsen and Nielson (2000); Shapero and Sokol (1975); Kent, Sexton and Vesper (1982)

Mansor (2005)’s Model

Mansor (2005) in his model reported that the factors that could either encourage or discourage women entrepreneurship are financial, environmental, psychological and sociological factors. Women entrepreneurial motivation is a combination of these factors (economical, social, psychological and environmental) and a willingness on the part women to start an entrepreneurial venture. Financial factors, may include lack of adequate finance, disincentives of tax system, inhibiting effects of red tape and regulations, failure in implementation of the policy that discriminate in favour or small firms, lack of previous experience in the financial arena, lack of self-confidence in presenting business plans, etc. Environmental factors include availability of venture capital, presence of experience entrepreneurs, technically skilled labour force, accessibility of suppliers, accessibility of customers or new markets, government influences, availability of land or facilities, accessibility of transportation, new technological developments, availability of supporting services and living condition, developmental condition of local communities.

Psychological factors may include ability and propensity to risk into enterprise, internal locus of control, need for achievement, proactiveness and others. Sociological factors include; family influence, role model, role of women in the society and others. According to Mansor (2005) the presence of these factors (motivational factors) creates willingness (capability) to venture into entrepreneurial activity (outcome/ enterprise). The outcome or the enterprise is a function of the ability and capability of the entrepreneur. This can be demonstrated in a diagram below;

Figure 3: A Framework for Describing Women Entrepreneurial Motivation



This model encompasses several variables for venture start-up. It integrates the roles of financial, psychological, sociological, environmental factors and the individual's capability in motivating entrepreneurial behaviour. The willingness to venture into enterprise on the part of women to see the birth of an entrepreneurial venture is important (Mansor, 2005). The availability of motivational factors is not enough. The entrepreneur must be willing to take advantage of the opportunity available to her within a particular environment and transform idea and dream into an enterprise women entrepreneurship is a function of motivational factors and capability. However, Mansor (2005) did not make clear the extent to which these factors can influence women's willingness to venture into entrepreneurship and other intervening variables that can inhabit them from doing so.

CONCLUSION

The argument of this paper is based on the earlier findings of Shapero and Sokol (1982); Kent, Sexton and Vasper (1982) and Aldrich and Zimmer (1986) as contained in the literature review. A common findings from many studies revealed that women are pushed into entrepreneurship for different reasons which may be similar or different from the reasons that motivate men into entrepreneurship (Ryan and Deci, 2002 Brunstein and Maier , 2005). Notably, men are usually identified with factors such as desire for greater independence, desire for power, authority, and improved financial opportunity while women are known with factors such as autonomy, independence and balancing work with family life. Among these factors, Stevenson (1986); Zellner (1994); suggested that occupational flexibility is a motivator in women entrepreneurship more than in male entrepreneurship. It is a more critical factor for women entrepreneurs compared to their men counterparts (Taylor and Kosarek, 1995). In support of this; Orhan and Scott (2001) emphasized that flexibility, the desire and need to work and raise families are more peculiar with women entrepreneurs especially those with children, their venture choice offers them more flexibility to accommodate both their business/financial and family responsibilities. Another factor viewed as important in women choice of entrepreneurship as a career is 'time studies' carried out by Starr and Yudkin, (1996) ; Gundry and. Welsch (2001). The results of these studies showed that most women go into entrepreneurship so as to have enough time for their family and their ventures are usually founded based on this fact.

Several researchers' works that are seen as appropriate to the topic have been looked at. It was discovered that relationship exists between entrepreneur's motivation, desirability and feasibility. New venture reality is a function of the interaction that exists between variables such as job dissatisfaction, loss of job, death of a spouse, and availability of resources, social amenities, and economic forces and so on. The understanding of the relationship between the environmental, desirable, feasible and other variables that motivate women into entrepreneurship can help in formulating policy for encouraging more women into entrepreneurship.

Way Forward

Based on the theoretical models reviewed, the following suggestions are as the way forward for policy implications. (i) A study of entrepreneurship models is necessary for women who want to start their own business so as to know the factors that can encourage them into business and how these factors can affect their performance and success in business. (ii) Successful women should serve as models for potential women entrepreneurs particularly for young women entering into business. This will help to encourage them to choose entrepreneurship as their career. (iii) The government should ensure that those factors such as funds, labour, market information and other resources that will enable women to participate fully in entrepreneurship development are made available and easily accessible by women entrepreneurs. (iv) It is not enough to be motivated, women should make out time to study what it takes to run a successful enterprise and be ready to take the risks involved before venturing into business. (v) The willingness of women to go for

capacity building is another very important factor. This is because every business thrives on the height and depth of the capability of the owner.

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