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ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**FACTORS AFFECTING GROWTH EXPECTATIONS OF ETHIOPIAN
WOMEN ENTREPRENEURS**

A Thesis submitted to the School of Graduate Studies of Addis Ababa University in partial fulfillment of the requirements for the Degree of Master of Science in Management (Total Quality Management and Organizational Excellence)

By

Elsabet Hussen Ahmed

GSR/3395/09

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Approved by the board of examiners

Advisor

Signature

Examiner 1

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Examiner 2

Signature

Acknowledgement

Praise be to the Lord Jesus. I am greatly grateful for the protection, guidance and courage that the Lord is offering me since my childhood. Lord, thank you for all the countless gifts and blessings.

I would like to forward my heartfelt appreciation and gratitude to my advisor Mr. Teshome Bekele for his support, intellectual comments and feedbacks and encouragements throughout the course of the research. Without his keen support and cooperation, I wouldn't be able to finish at this time. Once again, I would like to say thank you.

I am also thankful to Addis Ababa University for sponsoring my study through its graduate female scholarship program. The financial support helped me to concentrate on my study and develop the skills and confidence that would make a better competitor in the market. I applaud and appreciate the university's commitment to support female students and what has been done and will be done to bridge gender disparity.

I am also grateful to my families and friends. It is your continued support and encouragement that helped me to crack the master journey. I will cherish you every day and you have a special place in my heart.

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Acronyms

GEM – Global Entrepreneurship Monitor

IFC – International Financial Corporation

MSE – Medium and Small Enterprise

SME – Small and Medium Enterprises

SPSS – Statistical Package for Social Science research

TEA – Total Early-Stage Entrepreneurial Activities

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Abstract

The lack of adequate literature that explain internal factors that would enhance and strengthen growth expectation of women entrepreneurs in Ethiopia motivated the researcher to conduct this study. Hence, it was done with the aim of identifying factors that affect growth expectation of women entrepreneurs. To successfully achieve the aim, the research followed a descriptive research design. It utilized the GEM 2012 adult population dataset and various statistical tools, including percentage and correlation analysis, to analyse the data. The analysis of the data was carried out using SPSS version 22. The major finding of the study is that women entrepreneurs who prefer working in collaborative new product development and market expansion frameworks expect better growth. However, contrary to the findings of prior studies, the nature of motivation that prompt starting a business and international business orientation and involvement has no significant correlation with growth expectations of women entrepreneurs. This implies that both opportunity and necessity driven business owners could have comparable level of growth expectation given all other things are constant. Based on the findings, the research recommends and underscore the importance of institutions that facilitate cooperation and collaboration among women entrepreneurs. Stakeholders, particularly the government, need to give undivided attention and support to institutions bestowed with the task of facilitating collaboration among women entrepreneurs. Detail conclusions and recommendations are discussed towards the end of the report.

Chapter One

Introduction

1.1. Background of the study

Entrepreneurship has seen a tremendous growth in the past four decades. The growth hasn't been limited to the practice, it also extends to the depth and breadth of entrepreneurship as a concept. Research in the early 1970s and 1980s were predominantly dealt about the unique characteristics of entrepreneurs and since then researchers interest shifted to other relevant issues like gender and the nature of opportunity.

Women entrepreneurship, which is the fruit of this change, has been the center of attention for researchers and policymakers. As it emerges there was a strong positive expectation by various stakeholders and considered as a panacea for inequities and social and economic challenges of women (Vossenber, 2013).

However, it is hardly possible to say women entrepreneurship has been a complete success. Despite the astonishing increment on the number of women who join and seek entrepreneurial path, there still a wide gap exists in terms of building a growing and sustaining business when compared to entrepreneurial ventures owned by men (Vossenber, 2013). Business owned by women vanish more quickly than businesses owned by their counterparts. According to Bekele and Worku (2008), from 500 SMEs included in their study 110 (22%) of sample SMEs failed and of these 78% were owned by women. Furthermore, Wasihun and Paul (2010) also proved that women in Ethiopia find it difficult to build a thriving business because of several reasons.

Alarmed by the high rate of failure of enterprises owned by women in Ethiopia, various researcher attempted to unpack the reasons. Most of these initiatives attributed the failure with factors external

to the entrepreneurs. For instance, Singh and Belwal (2008) indicated that SMEs owned by women are subject to problems related to getting finance for establishing and running businesses, lack of entrepreneurial and management competencies and exposure, problems in finding the marketing and distribution networks, limited opportunity for promotion and participation, limited governmental and institutional support, absence of technology know-how and integration and widespread corruption practices. Other researchers also reported similar barrier for women-owned SMEs. Wasihun and Paul (2010) have iterated the role that lack of financial institutions willing to avail the finance required for growth, absence of market linkages, prohibitive cost of working space and raw materials and difficulty of getting adequate working capital in hindering the growth of enterprises.

Although the above-mentioned factors pose a considerable impediment to the growth endeavor of businesses owned by women, it is the belief of the researcher that building a thriving business isn't just the result of assistance and supports from the financial and economic environments. Rather, it is also the manifestation of the quality of the entrepreneurship, orientations towards issues that spur firm growth and owner's ardent desire to grow.

Thus, in this research the researcher attempted to explore the role of quality of entrepreneurship (whether the business is initiated out of necessity or opportunity), the desire and attempts made to build a continuously growing business through creating a collaborative product development and market expansion initiatives and orientation towards international business on the growth expectations of firms owned by Ethiopian women entrepreneurs. By so doing, the research explains pertinent factors that would help women entrepreneurs to build a thriving business.

1.2. Problem statement

Women entrepreneurship has significant impact on economic and social progress of countries (Roy, et al., 2017). It is a means of creating wealth and jobs and an effective strategy for promoting women empowerment (Haile, 2015). Besides, it is believed to be a platform where women make key contribution to their society by employing their creativity and imagination. However, the stereotype towards women's role in the society, limiting their ability to function as robust economic agents of societies (Stevenson & St-Onge, 2005).

Despite the challenges women across the globe making a significant stride in shaping their future and positively impacting the economic and social contexts of their countries (IFC, 2011). According to different reports, half of the jobs created by Ethiopian SMEs is attributed to businesses owned and operated by women entrepreneurs (Bekele & Worku, 2008; Abagissa, 2013). Solomon (2010) claim that women entrepreneurs dominate Ethiopia's medium and small enterprise (MSE) sector and their contribution to the GDP of the country is significant.

Existing literature indicate that women entrepreneurship is steadily growing in Ethiopia, however, they are highly exposed to risk of drop-out. According to Woldehanna, et al., (2014), enterprises owned by women entrepreneurs have higher risk of survival compared to their male counterpart. Women businesses grow at much lesser rate than business managed by their male counterparts and high percentage of women owned businesses perish fast due to personal and other non-business failure reasons (Wasihun & Paul, 2010).

Multitudes of factors have been pointed out by previous researchers as causes for the shocking level of failure among women owned entrepreneurial initiatives. Along with finance, the major and common reason across reports and research include factors such as family burden,

unsupportive legal and business frameworks, low level of literacy, lack of enabling environment and institutional inefficiencies (Zewde & Associates, 2002; Beyene, 2015; Abagissa, 2013).

Despite the strong interest from researchers to explain the stumbling blocks for women entrepreneurs, so far, their attention has been skewed towards external factors and ignored relevant entrepreneur's characteristics and orientations and the merit of their business idea. Consequently, we see similarities across research outputs and existing research become unable to explain areas of intervention by the entrepreneur. Important attributes, such as orientation towards international business and willingness to cooperate with others, of the Ethiopian women entrepreneurs have not been well studied and because of this neglect we know little about their contribution in building a growing business. Besides, the researcher could not find any research that specifically dealt with the association between quality of entrepreneurship, orientation towards international business and willingness to cooperate in product development and market expansion and growth expectation. Furthermore, the researcher could not find studies on growth oriented Ethiopian women entrepreneurs, making efforts to benchmark the practices of well performing entrepreneurs extremely difficult.

Considering the aforementioned gaps, the study tried to obtain relevant data to explain the problem from a different perspective. It aims to describe the association of orientation towards international business, willingness and involvement to work in a cooperative environment, and the quality of their entrepreneurship with the growth expectations of women entrepreneurs in Ethiopia. By so doing, it attempts to throw light in what know to be the less researched area of business.

Research question

In light of the above mentioned gaps, the researcher developed a major research question that guides the structure of the study. The research attempts to answer the following major question:

- What are the factors that affect the growth expectation of women entrepreneurs in Ethiopia?

To successfully address the major question, the research seeks answer/s to the following questions.

- i. Does women orientation towards international business has relationship with women's growth expectations?
- ii. Does the quality of entrepreneurship have a relationship with women's growth expectations?
- iii. Is women's growth expectation related with their involvement in collaborative new product development and market expansion platforms?

1.3. Research objective

1.3.1 Major objective

The major objective of the study is to identify internal factors that drive growth expectations of Ethiopian women entrepreneurs.

1.3.2 Specific objectives

To effectively achieve the major objective of the study, the research will attempt to address the following specific objectives.

- Examine the association existing between women entrepreneur's growth expectation with their level of international business orientation.
- Identify the relationship between women entrepreneurs' growth expectation with quality of entrepreneurship they are running
- Explain the relationship between involvement in collaborative frameworks and women entrepreneurs' growth expectations

1.4. Significance of the Study

The research will have both practical and academic importance. The findings of the research expected to benefit practitioners, particularly practitioners in the training and consulting business, by indicating areas where they can work on to enhance growth expectation of women entrepreneurs. It could serve as a good input for different training and development manuals.

Moreover, the findings are also expected to be input for different policies targeting issues like women entrepreneurship, women empowerment and enhancing women role in economic activities. It pinpoint factors relevant to form growth expectation and will provide practical guidance document for peoples in the management. Thus, the findings of the research will help decision maker to devise an appropriate policy that can effectively guide actions aiming to create growth oriented women businesses.

Academically the research will play an important role in extending the knowledge in the area by clarifying the linkage between concepts and practice and by indicating factors that induce women entrepreneurs to have growth expectations. By so doing, the research plays its role in addressing the lack of empirical works in the area. Moreover, it can serve as a base for future research.

1.5. Scope of the Study

Geographically the research delimited to women entrepreneurs in Ethiopia working in different sectors. Conceptually, it restricted to factors affecting growth expectations of entrepreneurs and examined the relationship between growth expectation and international business orientation, quality of entrepreneurship and working in collaborative arrangements. Other factors, such as firm size, strategy and entrepreneurial orientation that would have impact on growth expectations are not included. Future researchers are strongly advised to assess their impact. Besides, the research methodologically limited to the methods identified in the methods section of this research.

Generally speaking, the research explored factors that have relationship with women entrepreneurs' growth expectation. It solely addresses the context of established business owners and some of the findings might not apply for new startups or aspiring women entrepreneurs.

1.6. Limitations of the Study

Despite the efforts exerted to eliminate foreseen limitations, every research subject to limitations emanating from geographic, methodological and conceptual scope. The research to achieve the objective at hand analyzed factors influencing growth expectations of women entrepreneurs. However, the researcher has not included all relevant factors due to various constraints. Hence, the researcher acknowledges the gaps that will be created because of the unaccounted factors.

Moreover, the research is limited only to the data available in GEM 2012 Ethiopian dataset. The unavailability of data after 2012 made the intention to investigate the changes beyond reach. Thus, as it is a cross-sectional data, it would be limited to explain current developments. Furthermore, the research will also be subject to limitations that emanating from the chosen analysis techniques.

Chapter Two

Literature Review

2.1. Women Entrepreneurship

Worldwide, many women are joining the entrepreneurial journey. The number of female business owners continues to increase steadily worldwide. According to Kelley, et al., (2017), in 2016 alone more than 163 million women were involved either in starting or running businesses in just 74 countries around the world.

Women entrepreneurship has become a center of attention for many stakeholders (Richardson, et al., 2004). The emphasis and attention given to the emergence, growth and maintenance of business owned and operated by women have encouraged researchers to examine the distinct nature of women entrepreneurship and explore factors that determine the success of initiatives by women.

Women entrepreneurs play crucial role in creating and expanding employment opportunities and wealth of countries (Akhawaya & Havenga, 2012). In various parts of the world women are making meaningful contribution for poverty reduction and economic development. Various researches and institutions reported that women own partially or fully 31 to 38 percent formal entrepreneurship in emerging economies (IFC, 2011).

Women entrepreneurs play key role in the economic and social advancement of countries. Various researchers claim that women entrepreneurs make a significant contributions to their economies (IFC, 2011) through service and products they produce (Solomon, 2010), and creating jobs and income (Akhawaya & Havenga, 2012).

Solomon (2010) claim that Ethiopian women entrepreneurs dominate the medium and small-scale industries and are playing a huge role in creating jobs and expanding the gross domestic product of the country.

Having seen the merits, governments, donors and international organizations afforded a considerable level of emphasis to women entrepreneurship (Vossenber, 2013). Even in some instances entrepreneurship is being posited as the preferred career path for women than any formal employment (Roy, et al., 2017).

Despite the significant role that women entrepreneurship is playing in fostering economic growth and social progress, in many developing countries it has been associated with informal and part-time business (Richardson, et al., 2004) and restricted in their growth paths (IFC, 2011).

As a result women entrepreneurship in developing countries, particularly African women entrepreneurship, conjures with (1) women who are poor, have few if any of their own assets, and have limited means of accessing such resources from others, (2) Women that have low levels of formal education at best, but are more likely to have had no formal education, to be illiterate and in general have limited human assets, (3) Women who have limited or no experience of formal employment and business, (4) Women who have limited networks especially business-related networks and (5) Women who are not highly or positively motivated towards business ownership (Richardson, et al., 2004).

Numerous studies conducted reveal that such association is the result of the nature of business that women engage with (Solomon, 2010) and the result of protracted consequences of stereotypes towards women (Beyene, 2015) and the evolution of entrepreneurship, which historically dominated and controlled by men (Brush & Gatewood, 2008)

2.2. Factors inducing growth in women owned businesses

There are range of factors that encourage growth in women owned enterprises. According to Modarresi, et al., (2017), the inducements could be categorized into intrinsic and extrinsic motivation. They explain that women entrepreneurs seek growth to fulfil intrinsic needs such as need for achievement, need for independence, proving competency and sociocultural concerns and they are also interested by the extrinsic rewards such as financial issues, fame, and positive feedback.

Bulanova, et al., (2016) in their part claim that reasons such as fun and excitement would make women entrepreneurs consider growth. Similarly, they have indicated that women entrepreneurs would avoid growing when they believe that growth would jeopardize the quality of the service being offered.

Dalborg (2015) on the other hand argue that, motivation for growth changes throughout the lifecycle of the business. In the outset growth is extrinsically motivated and later on the motivation comes from intrinsic factors. And the late stages of the life cycle growth is mainly extrinsically motivated.

2.3. Growth expectation

Growth expectation has been defined as the assessment of future expansion and the ambition to grow one's business (Herrington & Kelley, 2012). As can be understood from the definition, it focuses on the future of the business and how hard the entrepreneur tries to bring the kind of growth he or she desire to see.

One of the few researches conducted in the topic indicated that entrepreneur's growth expectation is driven by their orientation towards international business and new product development

(Alemayehu, et al., 2017). Alemayehu and his colleagues has also indicated that quality of entrepreneurship (if the creation of business is driven by opportunity in the market or lack of opportunity/necessity) could have impact on growth expectation of entrepreneurs, though this factor was insignificant in their study.

Karadeniz and Özcam (2010) in their article claim that growth expectation of early-stage Turkish entrepreneurs is significantly influenced by personal characteristics of entrepreneurs. They have indicated that personal factors such as education, gender, and household income and motivation and current size of the businesses determine the prevalence of new firms with high growth expectation. Likewise, Beier and Wagner (2017) claim that individuals' characteristics and intended strategies play a key role in the growth expectation of TEA's.

Besides, networking has been identified as one major driver of growth expectation of entrepreneurs. Daskalopoulou and Petrou (2010) described that networks play a crucial role in the flow of information and better-informed entrepreneurs will be highly optimistic about the future of their business. They also advise information to be tailored with the problem of the firm.

Several researchers also explored other aspects of growth expectation. One aspect that received a lot of attention by researchers is the motivation to grow. These studies identified that the motivation to grow is the major force that drive business growth. They conclude that despite the existence of an accommodative environment and abundance of resources, growth would be out of the calculation if the entrepreneur lacks the motivation or ambition to grow the business (Delmar & Wiklund, 2008; Stenholm, 2011).

Then the question is where this ambition comes from. It is believed that ambition to grow is mainly the manifestation of the motivation that forced the entrepreneur to start the business (Alemayehu,

et al., 2017). Research proved that entrepreneurs motivated by attractive market opportunities instead of push factors such as unemployment or underemployment, will always remain highly motivated for growth (Alemayehu, et al., 2017) and those who started their business to self-employ themselves will aim to build a lifestyle business where securing survival is the central need (Herrington & Kelley, 2012).

In addition, different researcher described that growth ambition could be affected by gender (Cliff, 1998) and fear of failure (Morgan & Sisak, 2016). There are quite significant number of researchers who associate growth motivation with gender. These researchers claim that males are highly pro-growth than females. On the contrary we have researcher who argue that females are much growth oriented if they totally commit themselves to their business and relieved from other commitments such as family and social burdens. Still, we have group of researchers who claim that both women and men equally desire growth but the way they handle could significantly differ (Cliff, 1998).

In nutshell, a careful examination of the empirical findings presented above indicates the prominence of three factors: international business involvement, quality of entrepreneurship, and the desire to work in collaboration with others. These factors could determine, enhance and develop entrepreneurs growth expectations (Herrington & Kelley, 2012; Cheraghi, et al., 2014; Alemayehu, et al., 2017). In the following sections, the researcher present some of the findings under each of those variables.

International business orientation

Research pointed out that businesses that have international market presence have stronger preference for growth and tend to work towards growth. Castaño, et al., (2016) have demonstrated that internationalization and business growth expectation are positively correlated.

Besides, Alemayehu, et al., (2017) in their research argue that African entrepreneurs' growth expectation is strongly correlated with their growth expectation. They further indicated that international orientation of TEAs is strongly associated with new product development. They claim that international business orientation and new product development reinforce each other.

McCormick and Fernhaber (2018) come up with similar result and argue that internationalization has a significant association with growth expectation. They claim that entrepreneurs who have not met or have higher growth expectation will engage in internationalization more than entrepreneurs who perceive that growth expectations to have simply been met. They further indicated that the relationship is becomes much stronger when the entrepreneur owns a highly innovativeness venture.

Quality of entrepreneurship

GEM uses the factor that motivated the initiation as a criterion to differentiate the quality of entrepreneurship. According to their classification businesses initiated out of the need to exploit market advantages are called opportunity driven entrepreneurship and those sprung out of the necessity to provide a living fall under the necessity driven entrepreneurship (Singer, et al., 2014).

Several studies conducted to explore the implications of these classification to various entrepreneurial activities revealed that opportunity driven entrepreneurs are growth oriented and actively search for ways to build their business (Herrington & Kelley, 2012). Hence, many

researchers argue that entrepreneurship endeavors driven by opportunity motive is associated with strong growth expectation (Cheraghi, et al., 2014).

Whereas, those entrepreneurial initiatives that come into fruition because of necessity reasons are found to be less willing to grow. According Herrington and Kelley (2012), necessity entrepreneurs are happy with their lifestyle business and not interested to exert effort to grow the business. This imply that entrepreneurs motivated by necessity are less interested in growth, hence, the likelihood of having a positive association between growth expectation and necessity motive is minimal.

Collaboration

Collaboration is defined as a “*form of cross-organizational linkage, which in addition to high levels of integration is characterized by high levels of transparency, mindfulness, and synergies in participants’ interactions*” (Emden, et al., 2006).

It is one of the championed strategies in business. Alemayehu and van Vuuren (2017) in their munificence contingent small business growth model argue that collaboration is one of the best strategies that African businesses need to embrace. They claim that African businesses usually are presented with two divergent contexts – alluring market opportunity and limited resource environment. Since exploiting opportunities without adequate resource is impossible, they advise pulling resources from various sources using various collaborative strategies.

Researchers proved the relevance of networking, which could be taken as one form of collaboration, to venture growth aspiration (Dawa & Namatovu, 2015). Bogren, et al., (2013) have also highlighted the relationship between networking and growth orientation. They argue that women entrepreneurs with high growth ambition have more expansive and professional networks.

Daskalopoulou and Petrou (2010) in their research indicated the importance of being well informed to properly utilize the advantages that such networks provide.

As argued by Deck and Strom (2002), collaboration has become a common practice in product and service development. They claim that the need to provide a complete and an innovative solution driving companies towards collaborative approaches, hence, companies are building on co-development skills.

Moreover, Emden, et al., (2006) also underscore the importance of engaging in collaborative new product development and highlight the need to carefully examine the capabilities each partner brings to the platform. They claim that the complementarity of technical skills that partners bring to the co-development alliances determine its success.

Furthermore, when it comes to distinction between high-growth oriented entrepreneurs and low-growth oriented entrepreneurs, many concur with the findings of (Gundry & Welsch, 2001). They claim that high-growth oriented entrepreneurs prefer strategies that permit greater focus on market expansion and new technologies and exhibit greater intensity towards business ownership.

2.5. Conceptual framework of the study

After carefully examining the existing knowledge, the researcher identified three major variable that would have association with growth expectations of women entrepreneurs. As depicted in the figure below, this study explored the possible correlation of women entrepreneur's orientation towards international business, the quality of the business they are running (the reason of establishing the business) and collaboration in new product development and market expansion with their growth expectations.

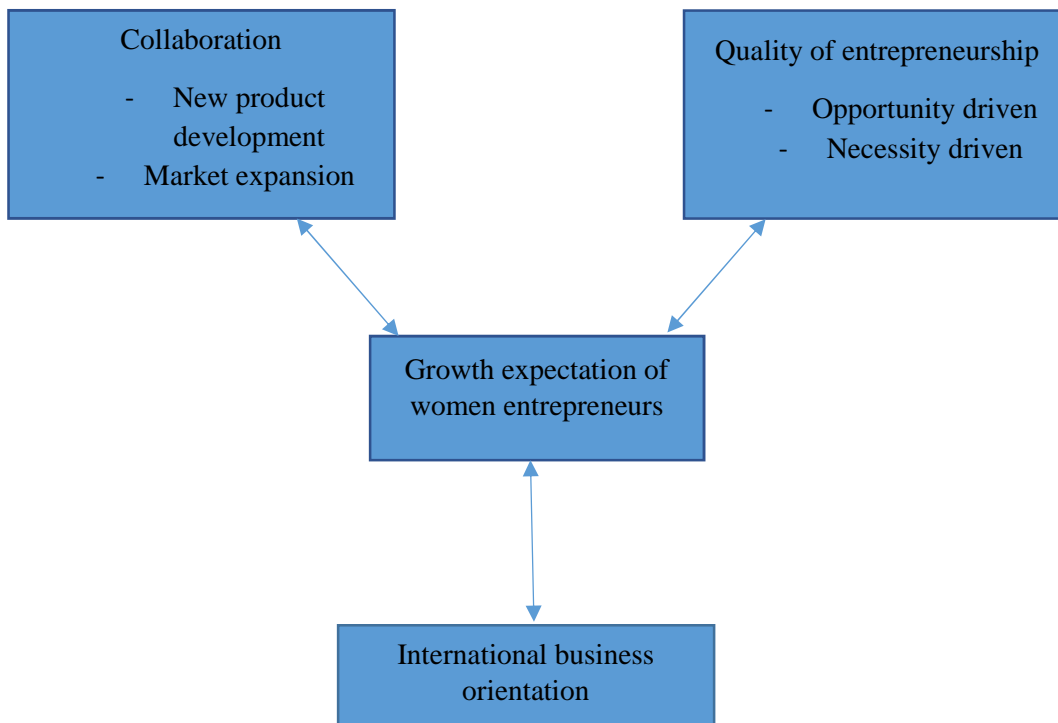


Figure 1: Conceptual Framework of the Study – proposed relationship based on the findings of existing literature – Developed by the researcher

Chapter Three

Methodology

3.1.Target population of the research

The targets of the research are women entrepreneurs working in different sectors. Since the research focused on GEM adult population dataset, it can be assumed that women entrepreneurs working in various sectors of the economy are included. However, given the nature of the central research question, the target samples are only women entrepreneurs who own established businesses.

3.2.Research design

Since the analysis is totally based on one-year data, the research can be considered as a cross-sectional study. It has exploited the adult population dataset of GEM for the year 2012 in which Ethiopia is a part. Besides, in terms of approach, the research has used a descriptive research design.

3.3.Sampling technique

To effectively address the central research question, the research targeted only on women entrepreneurs who has been in the business for more than three years. From 240 women entrepreneurs and managers included in the GEM report, only owner managers are included.

3.4.Data sources and instruments of data collection

The research entirely relied on secondary data source. Ethiopia was a part of GEM 2012 report and the institution (GEM) elicited a huge data from more than 3000 women and men entrepreneurs. The preliminary assessment conducted by the researcher on the data quality and reliability indicated that it is a good source if used properly. Therefore, driven by the view of making use of

this data and associated benefits, the required data for this study was drawn from this source. To buttress findings and indicate current trends, published articles and reports were also used.

3.5. Method of data analysis

The study used various descriptive and inferential statistical methods to analyze the data collected. Particularly, the researcher utilized central tendency statistics tools such as mean, frequencies, and percentages. In addition to this, correlation analysis was employed. Similar research such as (Roy, et al., 2017) used similar approaches to explain factors influencing performance of women led SMEs and growth prospect. The research used the latest statistical package for social science (SPSS 22) software.

3.6. Operational meanings of variables

The study aims to identify factors that facilitate building a growing business and growth expectations of women entrepreneurs. The study basically tries to explore the relationship between growth expectations of Ethiopian women entrepreneurs and the quality of entrepreneurship, international business orientation of women entrepreneurs and their desire and experience in working in a cooperative setting to develop a new product or expand markets.

In this sub section the researcher identifies how each of the above variables were measured and describes what they entail. Both dependent and drivers of the dependent variable are identified and operational meaning of each is provided. The operationalization are based on GEM definitions (for instance, see Singer, et al., 2014) but adapted to the context of this research.

Growth expectations: represents entrepreneur's expectation about the future of their business. It is measured using the number of jobs women entrepreneurs expect to create in five years' time.

Quality of entrepreneurship: this variable identifies the reason that prompted the women to join the entrepreneurial path. Women entrepreneurs were asked series of questions to discover what

induced them to become entrepreneurs and finally following GEM framework they were classified under the two group: necessity or opportunity.

International business orientation: identifies percentage of women entrepreneurs who claim that at least 25% of their sales comes from foreign markets.

Working in collaboration: indicates women entrepreneurs involvement in collaborative platforms. It measures their level of involvement in collaborative new product development and market expansion projects.

Table 1: Factor and measurement indicators

Factor	Expected association	Measure/s
Dependent variable		
Growth expectation		Number of employees to be employed in 5 years' time
Dependent variables		
International business orientation	Positive	Percentage of sales from markets outside of Ethiopia
Quality of entrepreneurship	Positive	Reason for starting a business <ul style="list-style-type: none"> - Opportunity - Necessity
Collaboration in <ul style="list-style-type: none"> - New product development - Market expansion 	Positive	<ul style="list-style-type: none"> - Involvement in or working with others to develop a new product to current market - Involvement in or working with others to find a new market to existing products

Chapter Four

Results and Discussions

In order to improve our understanding about firm growth in general and growth expectation in particular, the study utilized various descriptive and inferential statistics tools. Correlation analysis was used to explain the relationship between growth expectation of women entrepreneurs and variables that would have role either in extending or limiting growth expectations of entrepreneurs. In addition to this, to have a deeper insight about the issue under consideration the researcher presents data using tables and cross-tabulations.

4.1. Demographic distribution and stage of business

GEM in its 2012 survey, interviewed 3004 Ethiopian entrepreneurs and aspiring entrepreneurs. The proportion of men and women respondents was almost equal (see Table 2) and entrepreneurs at different level of establishment (nascent, start-ups and established business) were part of the survey.

Since the focus of this research is growth expectations including entrepreneurs who are not in the actual business setting would result in a distorted picture of the issue under consideration. Hence, the focus was only on established businesses. Under GEM classification of businesses, a business that is in operation for three and half years is known as established business (Singer, et al., 2014). Using this inclusion and/or exclusion criteria the researcher did further filtering and managed to get 240 businesses that are either managed or owned and managed by women entrepreneurs.

However, since the reason of establishing the business is one of the consideration, excluding cases that are not the owners of the business was a must. Because it is unlikely to know the motive that drove the owner to establish the business from the responses of managers. Thus, another round of

filtering was carried out to exclude businesses that are managed by women but not owned by the same person. Finally, 122 valid cases were found, cases representing women entrepreneurs who are owners and managers of a business older than 42 months, and the analysis was done based on responses of these individuals.

Table 2: Gender Distribution of GEM Survey Participants

A. What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	1489	49.6	49.6	49.6
	Female	1516	50.4	50.4	100.0
	Total	3005	100.0	100.0	

Source: GEM (2012) Ethiopia - Dataset

4.2. Descriptive findings with respect to each study variable

4.2.1. Growth Expectation

It is known that growth expectation is the function of multitude of factors. In this study, the researcher attempted to examine its relationship with women entrepreneur's international business orientation, the motivation (type of entrepreneurship) and involvement in a cooperative framework to create new products and services and expand their market reach.

To measure growth expectation the study utilized expected number of jobs the entrepreneur expects to create in five years' time. Number of jobs to be created is considered to be a valid measure of growth in past research and many researchers in management and entrepreneurship advice using it (Neneh & Vanzyl, 2014; Davis & Shaver, 2012).

From the samples considered a considerable portion (46.7%) do not expect to create a job in five years' time and around 40% of respondents expect to hire up to five employees and less proportion

(13.1%) of respondents expect to create more than five jobs. These numbers imply that majority of women entrepreneurs are not that hopeful when it comes to growth. Perhaps it is possible to say that majority of them expect to maintain their existing position and size.

Table 3: Number of Jobs Women Business Owners Expect to Create in 5 Years

EB: expected number of jobs in 5 years

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	0	57	46.7	46.7	46.7	
	1	16	13.1	13.1	59.8	
	2	15	12.3	12.3	72.1	
	3	4	3.3	3.3	75.4	
	4	4	3.3	3.3	78.7	
	5	10	8.2	8.2	86.9	
	6	4	3.3	3.3	90.2	
	8	2	1.6	1.6	91.8	
	10	3	2.5	2.5	94.3	
	12	1	.8	.8	95.1	
	15	5	4.1	4.1	99.2	
	36	1	.8	.8	100.0	
	Total		122	100.0	100.0	

Source: GEM (2012) Ethiopia - Dataset

4.2.2. International business engagement

One of the variables proposed to have a strong impact on the growth expectation of women entrepreneurs is their level of engagement in international business. As explained in the operationalizing section, international business engagement is measured using the proportion of customers that a business has outside of Ethiopia.

As depicted in Table 4, a clear majority of businesses owned by women had no presence in foreign markets. Only 5% of the respondents claimed to have customers outside of Ethiopia and the

remaining 95% of respondents exclusively focus on domestic market. The strong propensity to focus in local markets could have negative impact on the growth prospect of these entrepreneur because of their overreliance in one market and the lost opportunity of learning had they been engaged in exporting their products. Exporting facilitates learning that would have a far reaching impact on the growth prospect of the firm and the person involved in the process (Welch, et al., 2008).

The the lower level of women entrepreneurship in the export sector could also be taken as the reflection of patriarchal societal belief and norms that has been constraining women from seeking personal growth and economic empowerment. Unless all concerned organs design appropriate support mechanisms and help the women to have international exposure by facilitating international networking, the economy cannot harness the massive potentials of Ethiopian women entrepreneurs.

Table 4: Proportion of Customers Living Outside of Ethiopia

Q2G4. What proportion of your customers normally live outside the country?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50 to 74%	1	.8	.8	.8
	25 to 49%	1	.8	.8	1.7
	Under 10	4	3.3	3.3	5.0
	None	115	94.3	95.0	100.0
	Total	121	99.2	100.0	
Missing	System	1	.8		
Total		122	100.0		

Source: GEM (2012) Ethiopia - Dataset

4.2.3. Motivation for starting a business

Research claim that the reason that drive business ownership has a significant impact on the growth expectations of businesses. Based on this knowledge, the researcher attempted to examine the basic drivers of starting business for women entrepreneurs in Ethiopia. GEM classifies entrepreneurs based on the reason that made them start the business. They claim that those who start with pushing factors such as unemployment and less income, are necessity entrepreneurs and those who join the business world to exploit the market gap are opportunity entrepreneurs (Singer, et al., 2014). Necessity entrepreneurs usually run lifestyle businesses and make minimal attempts to grow. In contrast, opportunity entrepreneurs are growth oriented and they always look for a loop to expand and growth their business.

Women business owner-managers were asked to indicate the reason that motivated them to establish their business. Majority of the respondents (54.9%) indicated that the motive was purely opportunity and only 27% were driven by necessity motive (see Table 5), this contradicts with previous findings. The figure is unusual for businesses in developing countries where most startups are the results of lack of employment or less income (Herrington & Kelley, 2012).

The existing knowledge claim that entrepreneurs that grew out of opportunity motive have strong chance of growth than their counterparts. In light of this knowledge, we can expect the women to have considerable level of orientation and expectation to growth. However, as indicated in the GEM report even those opportunity driven entrepreneurs will find it difficult to expect growth because of poor infrastructure, limited access to finance and business skill gap (GEM, 2012).

Table 5: Type of Entrepreneurship (Opportunity vs Necessity Motivated Entrepreneurs)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Purely opportunity motive	67	54.9	54.9	54.9
	Partly opportunity motive	22	18.0	18.0	73.0
	Necessity motive	33	27.0	27.0	100.0
	Total	122	100.0	100.0	

Source: GEM (2012) Ethiopia - Dataset

This data is further supported by the reason that the respondents identified for another question that asks respondents to pick the reason that prompted them to starting their business. As shown in Table 6, majority (54.5%) of respondents indicated that they are involved in the start-up to take advantage of business opportunity as opposed to lack of other better choices for work.

Table 6: Reasons for Starting the Business

Q2K1. Were you involved in this start-up to take advantage of a business opportunity or because you had no better choices for work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Take advantage of business opportunity	66	54.1	54.5	54.5
	No better choices for work	33	27.0	27.3	81.8
	Combination of both of the above	21	17.2	17.4	99.2
	Have a job but seek better opportunities	1	.8	.8	100.0
	Total	121	99.2	100.0	
Missing	System	1	.8		
Total		122	100.0		

Source: GEM (2012) Ethiopia - Dataset

4.2.4. Collaboration

Table 7: Crosstabulation of Women Entrepreneurs Working to Develop New Product or Service and/or Expand into New Market in a Collaborative Framework

Established business owner working together with others to sell products or services to new customers * Established business owner working together with others to create new products or services to current customers Crosstabulation

			Established business owner working together with others to create new products or services to current customers		Total
			No	Yes	
Established business owner working together with others to sell products or services to new customers	No	Count	92	5	97
		% within Established business owner working together with others to create new products or services to current customers	93.9%	22.7%	80.8%
	Yes	Count	6	17	23
		% within Established business owner working together with others to create new products or services to current customers	6.1%	77.3%	19.2%
Total	Count	98	22	120	
	% within Established business owner working together with others to create new products or services to current customers	100.0%	100.0%	100.0%	

Source: GEM (2012) Ethiopia - Dataset

The first measure expected to capture how much entrepreneurs are willing and involved in a collaborative environment to improve their business growth is their history in working with others to develop a new product to existing customers. As indicated in Table 7, only few (18.2%) of respondents work with others to create a new product and the remaining (81.8%) said they are not engaged in such collaborative environment. Similarly, few women entrepreneurs (20%) are

collaborating with others to expand their market (see Table 7). In sum, less than one fourth of respondents, only around 19%, engaged both in creating a new product/service and expanding a market for the product and services they are selling to their customers.

Recent studies made it clear that collaboration is one key attribute to induce and sustain growth drives. It is understood that firms that collaborate with other firms have the possibility of filling resource and skill gaps, escape liability of smallness, leverage market advantages, and instill and sustain innovativeness (Alemayehu & van Vuuren, 2017). Particularly, women entrepreneurs who are subject to various forms of constraints need to strongly engage in networking in order to raise the resources that would help them see their firm growing (Roomi, 2011; Brush & Gatewood, 2008).

Collaboration in new product development projects is one of the key areas. It facilitates the exchange of knowledge, diversify risks, reduce financial burdens and improve the chance of success in new product development (Chesbrough, 2003; Deck & Strom, 2002). This strategy particularly found to be crucial for firms working under less accommodative and supportive environment.

One of the challenges that women entrepreneurs usually face is market access. Research proved that women entrepreneurs have less access to markets than male entrepreneurs (Bates, 2002). To effectively counter such challenges, researchers and institutions recommend various strategies. Collaboration is one among others. Collaborating with other firms in various business activities expected to avail additional resources and advantages.

Recently collaborating in market expansion attempts is gaining momentum. Market expansion projects are strategic actions demanding a huge amount of financial and resource commitment and

strong experience in managing similar endeavors. Because of such big requirements, many companies find it difficult unless supported by some external organs. Particularly, expanding into foreign markets is challenging unless the entrepreneur is able to develop the proficiency in marketing, build strong connection and has the required level of operational and human resource capacity (Alemayehu & van Vuuren, 2017). Unfortunately, companies from developing world are barely able to develop and possess such qualities. Therefore, researchers recommend doing it in a collaborative manner. Those working in a collaboratively way to expand their market are expected to have a positive expectation about the growth of their business.

As asserted by Alemayehu, et al., (2017), no reason would be there that force entrepreneurs to invest in new product and market development unless the entrepreneur is seriously considering growing her/his business. Consistent to their claim, this study posit that entrepreneurs interest to develop a new product to existing market or find a new market for existing products in a collaborative framework could reflect the entrepreneur's desire to grow his/her firm.

4.3. Relationship between growth expectation and drivers

To examine the correlation among variables included in the study, the study has used a bivariate Pearson correlation analysis. As indicated in Table 8, two of the variables, international business orientation and motive for establishing the business, have no correlation with growth expectation of women entrepreneurs. On the other hand, the two factors indicating the willingness to work with others have significant positive relationship with growth expectation.

As described in the preceding sections, many studies proved that business with certain level of international business involvement have considerable level of tendency to growth expectations. However, the result of this study is not consistent with their findings. As shown in Table 8,

international business has no significant statistical correlation with growth expectation of women entrepreneurs ($r = 0.063, p > 0.05$). The result might be the reflection of the strong domestic market orientation of Ethiopian entrepreneurs. We have only handful of entrepreneurs who actively look for opportunities outside of the country with view of growing. As revealed in the forerunner sections, only five percent of respondents have international presence and this could be one reason for the insignificant correlation between growth expectations and international business orientation.

Similarly, the type of entrepreneurship, which is here defined based on the motive that drove them to establish their current business, has no significant relationship with growth expectations ($r = 0.169, p > 0.05$). The result indicates that growth orientation of entrepreneurs is not affected by the motive that motivated them to establish their business. Whether they are driven by opportunity motive or necessity motive, that doesn't have a significant impact on their growth expectation.

For someone who carefully noticed the distribution of opportunity and necessity driven women entrepreneurs the result appears to be logical. Though, more than 70% of respondents claim to be motivated by either purely opportunity or partly opportunity motive, we have only 13% entrepreneurs who expect to create more than five jobs in five-year time. The result depicts a clear paradox when it comes to what research done overseas inform and the practice in Ethiopia. Those research claim that opportunity-based entrepreneurs (entrepreneurs driven by opportunity as opposed to necessity) are creative, growth oriented and make meaningful contribution to economy by fostering innovativeness and job creation. However, the Ethiopian case reveals a completely different scenario. The country has many women who claim to be motivated by the advantage they have seen in the market but who don't expect to create jobs in five years' time. The result could be taken as a good indicator of the unique nature of Ethiopian business environment.

The result supports the findings of (Alemayehu, et al., 2017). They claim that the insignificant relationship between the type of entrepreneurship and growth expectation could be the reflection of the nature of African entrepreneurial environment, which is poor in institutional frameworks and societal values that don't appreciate growth attempts, than the inherent relationship between these variables.

In our case the only variable that has a significant relationship with growth expectation is collaboration. As exhibited in table 8, working with others to expand market by selling current product and services to new customers is significantly correlated with growth expectations of women entrepreneurs ($r = 0.251, p < 0.01$). Similarly, entrepreneur's willingness and working together with other businesses to create a new product and services to current customers is positively related with growth expectation ($r = 0.230, p < 0.05$).

The results imply that as business owners with higher growth expectation tend to cooperate with others in projects that expand markets and develop a new product. This result is consistent to myriad of previous research that explored the association between networking and growth aspiration and orientation. These studies claim that working in a collaborative framework helps companies to fill their resource and experience gaps by effectively tapping the resource base of their partners (Chesbrough, 2003; Roomi, 2011).

Table 8: Correlation between Variables Included in the Study

		Correlations				
		Expected number of jobs in 5 years	International business involvement	Motive	Working together with others to sell products or services to new customers	Working together with others to create new products or services to current customers
Expected number of jobs in 5 years	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	122				
International business involvement	Pearson Correlation	.063	1			
	Sig. (2-tailed)	.492				
	N	121	121			
Motive for established business owners-managers	Pearson Correlation	.169	.140	1		
	Sig. (2-tailed)	.062	.126			
	N	122	121	122		
Working together with others to sell products or services to new customers	Pearson Correlation	.251**	.083	.158	1	
	Sig. (2-tailed)	.006	.370	.085		
	N	120	120	120	120	
Working together with others to create new products or services to current customers	Pearson Correlation	.230*	.090	.241**	.699**	1
	Sig. (2-tailed)	.011	.328	.008	.000	
	N	121	121	121	120	121

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: GEM (2012) Ethiopia - Dataset

Chapter Five

Conclusions and Recommendations

5.1. Conclusions

The researcher attempted to examine factors that determine the growth expectation of Ethiopian women entrepreneurs using data collected by GEM in 2012. Growth expectations of women entrepreneurs was measured using an objective measure, which is number of jobs women entrepreneurs expect to create in 5 years. To help identify what could help women entrepreneurs to have a positive outlook of their business, the study measured their international business orientation, type of entrepreneurship or motive that drove them to establish the business and working in collaborative framework.

Based on the findings it is concluded that considerable number of women entrepreneurs are not optimist about the future of their business. The prospect of growth is so much limited, and they expect to maintain same level of employees and operation in the coming five years. The result can be taken as indication of the less accommodative nature of the environment and the limited support system that is being offered to women entrepreneurs.

The presence of big opportunity-driven women entrepreneurs can be taken as advantage, however, as the correlation matrix shows, it requires a concerted effort to rip the advantage of the potentials in this group of entrepreneurs. Besides, the study revealed that international business orientation and involvement is less important for women entrepreneur to form growth expectation. This could be because of the complexity surrounding the export business. The Ethiopian export business is highly dominated by men entrepreneurs with a very limited space for women entrepreneurs. Women entrepreneurs have very few support and networking systems that motivate and support them to go international and get the advantage of

international business involvement. Thus, most do not see international business opportunities as a possible way to growth.

The study established a positive and significant relationship between growth expectation and working in a collaboration. The analysis indicated that those entrepreneurs who engage in a collaborative product development and market expansion will have a positive expectation of growth. The finding indicates the relevance of promoting, nurturing and developing cooperative platforms. In countries like Ethiopia, where businesses are highly constrained by resource limitations, working in a collaborative setting expected to considerably solve resource shortage and spur innovative thinking and action.

It is found that for many women entrepreneurs working in a collaborative way is not just a choice; rather it is the kind of system they should embrace and a competence that need to be developed. As various prior research revealed women entrepreneurs are discriminated in many forms and have less access to markets. For instance, Bates (2002) proved that women business enterprises are discriminated against, when they make efforts to sell their products to various agencies. One of the reasons perplexing the problem is the smaller size of many businesses owned by women (Bates, 2002). Hence, collaborating with others would be a handy tool in solving this problem and making women businesses more visible in the market.

The less growth expectation of women entrepreneurs should not be taken just as a reflection of a desire not to grow. Since growth expectation is a multidimensional construct, the current research indicate that their expectation could also be made based on their assessment about the market and the qualities of government institutions they use. Because various studies showed that growth aspiration is also a result of numerous external factors. For instance Estrin, et al., (2013) claim that corruption, weaker property right and lager government significantly constrain growth aspiration. Thus, future researchers are recommended to consider additional

factors to improve our understanding about what drives women entrepreneurs' growth expectations.

5.2. Recommendations

The aforementioned findings indicate that if Ethiopia has to improve the growth prospect of women entrepreneurs, attending to certain key issues is critical. In this section the researcher attempts to identify areas that need the attention of policymakers, industry players and institutions working in empowering women.

As shown in the finding section collaboration is the only positive factor that correlates with growth expectation and help women entrepreneurs to embrace growth expectation. Thus, government and other concerned stakeholders need to work much in creating, fostering, encouraging and supporting initiatives that promote collaboration. Ethiopian women entrepreneurs' access to such platform is very much limited given the less availability and difficulty of accessing such supportive systems. Thus, it is the responsibility of governmental organs and similar other concerned entities to work in expanding and developing such frameworks. Supporting women entrepreneurs' association could be one of the handy ways of doing this.

Engaging in product development activities is found to have a positive correlation with growth expectation of women entrepreneurs in Ethiopia. However, as indicated by other researchers the financial and human capital requirements to successfully manage new product development has been a challenge to many of them. Therefore, it is essential to design a system that facilitate the provision of finance and training skill sets needed to effectively run and administer such projects.

Market expansion is the other key area that would help to further entrepreneurs' growth expectation. Thus, encouraging women entrepreneurs to expand their market reach is vital. However, prior studies revealed that entrepreneurs in Ethiopia in general, women entrepreneur in particular, face significant strain because of resource shortage and entrepreneurial skill gap.

Under such constrained environment market expansion is challenging. Hence, it is instrumental to expand collaborative systems and encourage entrepreneurs to design and execute various marketing strategies that emphasize expansion. Helping women entrepreneurs to organize themselves and look for common markets in an organized manner would be helpful. Particularly, industry-based women association groups must be supported and promoted to help them have access to big and less accessible markets.

Generally, to benefit from the growing trend of women entrepreneurship and help women entrepreneurs to get from what they are doing, Ethiopia needs to have an organized, well-defined, and accessible support structures and policy frameworks that promote, encourage and sustain women entrepreneurship. Both the federal and regional governments need to develop policies that specifically address the challenges of women entrepreneurs and help them embrace growth orientation.

If there is one thing that we all need to agree is that the hurdle for women entrepreneurs face is much higher than what their male counterparts face. As Brush and Gatewood (2008) made it clear women entrepreneurs face unnecessary obstacles because for many years entrepreneurship is considered as a male domain, the socialization process that force women to pursue paid careers than independent entrepreneurship and deep rooted discriminatory social and environmental messages. Thus, all concerned bodies should step in and put extra effort to help women entrepreneurs reach their full potential and become a meaningful player in the country's economic, social and political progress.

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Appendix

Declaration

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the thesis have been duly acknowledged.

Declared by:

Name: Elsabet Hussien Ahmed

Signature: _____

Date: 07/06/2008

Confirmed by advisor:

Name: Mr. Teshome Bekele

Signature: _____

Date: _____