



**The Relationship of Motivational and Success Factors with Entrepreneurial  
Success in Addis Ababa: The Case of Alliance of Ethiopian Women  
Entrepreneurship Program (AWEP) members**

**A Thesis submitted to Department of Management of Addis Ababa University  
in Partial Fulfillment of the Requirements for the Degree of Masters in  
Business Administration (MBA)**

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**Addis Ababa, Ethiopia**

## DECLARATION

I, the undersigned, declare that this study entitled “**The Relationship of Motivational and Success Factors with Entrepreneurial Success in Addis Ababa**” 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 study have been duly acknowledged.

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**SCHOOL OF GRADUATE STUDIES**

**The Relationship of Motivational and Success Factors with Entrepreneurial Success in Addis Ababa: The Case of Alliance of Ethiopian Women Entrepreneurship Program (AWEP) members**

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## **List of Acronyms and Abbreviations**

AWEP-	Alliance of Women Entrepreneurs Program
SPSS-	Statistical Package for the Social Science
ILO-	International Labor Organization
PLM-	Pull Motivational Factor
PSM-	Push Motivational Factor
SF-	Success Factor

## **Abstract**

*Entrepreneurship is increasingly recognized as an important driver of economic growth, productivity, innovation and employment, and it is widely accepted as a key aspect of economic dynamism. The role of women entrepreneurship is inevitable in any country. Motivation is a significant factor in the startup and success of the business classified as pull and push factors by previous researchers. On the other hand, there are success factors which contribute for Entrepreneurial Success.*

*The major objective of this study was investigating the relationship of Motivational and Success factors with Entrepreneurial Success. This research is Cross-sectional field survey and causal study. It was conducted on 80 women entrepreneurs who are active members of AWEP using census. All hypothesis were tested using Pearson Correlation and Regression analysis, controlling for demographic variables of age, education, marital status, number of children, number of dependents, previous work experience, number of years as an entrepreneur, and working hours per week.*

*While the result of the study found significant effect of pull motivational factors and success factors, there is a marginal effect of push motivational factors on women entrepreneurs' success. Based on the Regression result; 32%, 42% and 13% of the variation of Entrepreneurial success is explained by pull motivational factors, success factors and push motivational factors respectively.*

**Key words:** *Women Entrepreneurs, Motivational Factors, Success Factors, Entrepreneurial Success*

## **Chapter One: Introduction**

### **1.1. Background of the study**

Entrepreneurship is increasingly recognized as an important driver of economic growth, productivity, innovation and employment, and it is widely accepted as a key aspect of economic dynamism. Transforming ideas into economic opportunities is the decisive issue of entrepreneurship. History shows that economic progress has been significantly advanced by pragmatic people who are entrepreneurial and innovative, able to exploit opportunities and willing to take risks (Hisrich, 2005).

Entrepreneurs are people who innovate and whose function is to carry out new combinations called “enterprises” and are the prime movers in economic development (Schumpeter, 1934). Women entrepreneurs are those who use their knowledge and resources to develop or create new business opportunities, who are actively involved in managing their businesses, and own at least 50 per cent of the business and have been in operation for longer than a year (Moore and Buttner, 1997).

Reasons for becoming an entrepreneur differ from person to person, from one country to another depending on economic, political, social, and cultural environment in which entrepreneurs operate (Hung M. Chu et al., 2011). Motivation is the set of forces that initiate behavior and determine its form, direction, intensity and duration. Motivation is a significant factor in the start-up and success of the business. Behavioral psychologists point out that individual job performance is a function of ability and motivation and motivation originates from both internal and external stimulations (Hung M.Chu et al., 2011).

According to Uddin and Bose (2013), entrepreneurial motivations are classified according to whether the entrepreneurs are internally or externally motivated i.e. pull and push respectively.

The motivations caused by push and pull factors stimulate the potential entrepreneur's expectations. It is the motivation that gives rise to entrepreneurial decisions directly. Push and pull motivational factors determine personal entrepreneurial behavior, stimulate a person's expectations, and create the existence of entrepreneurial need, resulting in the formulation of entrepreneurial motivation. Thus there appears to be a need to identify motivational factors of women entrepreneurs that give rise to their decision to start a business (HasniChe Ismail et al., 2012).

Like motivation factors, it is equally important to know what success is and what factors contribute to the success of entrepreneurs. Entrepreneurial success has been defined in different ways. Success is defined as profitability and growth. When tested against profitability and growth, externally motivated entrepreneurs are more likely to achieve a high level of profitability than internally motivated entrepreneurs, and that internally motivated entrepreneurs are more likely to experience a high level of growth than externally motivated entrepreneurs (Uddin and Bose, 2013). Likewise, for Entrepreneurial success, the easiest definition is through tangible elements such as revenue or a firm's growth, personal wealth creation, profitability, sustainability, and turnover (Amit et al, 2000).

Finally, Entrepreneurs who are members of AWEP export their products to different world countries and that is why the researcher selected them as a target population. For this success achieved it is assumed that different success factors contribute which are to be deeply studied.

Considering that entrepreneurs are very significant for the growth and development of economies in countries in which they operate their businesses, understanding their motivational and success factors is a very important topic. These two groups of factors have a considerable impact on development of entrepreneurial activities.

## **1.2 Statement of the problem**

The role of entrepreneurship and an entrepreneurial culture in economic and social development has often been underestimated. Over the years, however, it has become increasingly apparent that entrepreneurship indeed contributes to economic development. Nevertheless, the significant numbers of enterprises were owned by men (ILO, 2006). In other words, it was not common to see women-owned businesses worldwide especially in developing countries like Ethiopia. The idea and practice of women entrepreneurship is a recent phenomenon. Until the 1980's little was known about women entrepreneurship both in practice and research, which made its focus entirely on men. Scientific discourse about women's entrepreneurship and women owned and run organizations is just the development of 1980s (ILO, 2006).

As clearly indicated by Abdullah et al (2009), entrepreneurship in developing countries is arguably the least studied significant economic and social phenomenon. On the contrary, Shane et al., (2003) argued that understanding of entrepreneurship in the less developed countries is very important in the context of their growth and development.

Gender differences in starting a business have driven much of the research in developed countries. Impact of entrepreneurs' motivation on their success is also a widely known topic in developed countries (Lei Zhu et al, 2010).

Entrepreneurship is a dynamic field, particularly as it relates to the experience of women entrepreneurs. In common with other developed economies, such as the United States and the United Kingdom, the number of women starting up new businesses in Australia far exceeds the number of men. (Bennett et al, 2003).

This indicates that most of the researches done in developing countries are on entrepreneurs in general and they are inclined to male entrepreneurs. Women entrepreneurship has received little attention in case of Ethiopia. Motivational and success factors are also not studied in detail to assess their relationship with entrepreneurial success.

Previous researchers did not see the factors with respect to the different personal, organizational, economic, socio-cultural and legal/administrative matters. Recent research on entrepreneurship has focused largely on macro level environmental force (Aldrich, H. 2000). In this study, the researcher tried to study the factors at micro level at large.

Although women entrepreneurship has been recognized as an important source of economic growth, there is limited research about the nature and practice of female entrepreneurs in a transitional economy such as China (Zhu and Chu, 2010). In Ethiopia also, as far as the knowledge of the researcher is concerned, there is no empirical study that is conducted in the same area of study and also organized documents about women entrepreneurs especially regarding their motivational and success factors are lacking.

As reasons for becoming a business owner differ from person to person, from one country to another depending on economic, political, social, and cultural environment in which entrepreneurs operate the researcher found it to be important to study in Ethiopia context. The researcher tried to prove if this is true for the selected study groups.

Despite the growing importance of women entrepreneurship in creating job opportunities of millions of people and government's efforts to create, develop quality, resilient and successful entrepreneurship, and to cultivate an enterprising culture among women, little is known about the motivation of these Ethiopian women becoming entrepreneurs.

It is believed that the development of entrepreneurship theory requires consideration of the motivations of people making entrepreneurial decisions at micro and personal levels. To provide a road map for researchers interested in this area, the researcher discussed the major motivations that prior researchers have suggested should influence the entrepreneurial process, as well as suggested some motivations that are less commonly studied. The relationship between motivational and success factors for women entrepreneurs success is not intensively studied in Ethiopia context. This research found out motivational and success factors and their relationship with success of Women Entrepreneurs in Addis Ababa. And it can be used as a road map for researchers interested in this area. By doing so, this paper attempted to fill the gap by investigating Ethiopian women entrepreneur's motivations for business ownership, identifying factors contributing to their success. Hence, it adds something of value to the literature.

## **1.3 Research Objectives**

### **1.3.1 General objective**

The main objective of this research was to investigate the relationship of Motivational and Success Factors with the Success of Women Entrepreneurs.

### **1.3.2 Specific objective**

Specifically, it was intended to assess:

- ✚ The pull and push motivating factors for women to become entrepreneurs.
- ✚ The relationship of pull and push motivational factors with success.
- ✚ The factors that contribute for the success of women entrepreneurs and
- ✚ To offer suggestions based on the findings of the study.

## **1.4 Research Hypothesis**

A hypothesis can be defined as a logically conjectured relationship between two or more variable expressed in the form of a testable statement. Relationships are conjectured on the basis of the network relations established in the conceptual frame work formulated for the research study. In this particular study, Independent variables (motivational (pull and push) and success factors) are measured to see if they have any relationship with the dependent variable (Success).

In order to find out the relationship of motivational and success factors with success of women entrepreneurs, the following hypothesis were proposed depending on the objective of the study, theoretical and empirical literature review. Hence, the results from the literature review were used to establish expectations for the relations of the two variables (independent and dependent variable).



Therefore, having theoretical and literature reviews in mind the following hypotheses were developed.

**H1:** There is significant difference between motivational factors (pull and push) and success factors in contributing to the success of Women Entrepreneurs.

**H2:** Entrepreneurs that are mostly motivated by pull factors are more likely to achieve a higher level of success.

**H3:** Entrepreneurs that are mostly motivated by push factors are more likely to achieve a higher level of success.

**H4:** There is significant relationship between success factors and entrepreneurs' success.

### **1.5 Research questions**

The following research questions are answered by this study:

RQ1. What are the pull motivational factors for women Entrepreneurs?

RQ2. What are the push motivational factors for women Entrepreneurs?

RQ3. Is there a relationship between motivation and success?

RQ4. Which types of pull entrepreneurial motivation or combination of pull motivational factors have a significant effect on success?

RQ5. Which types of push entrepreneurial motivation or combination of push motivational factors have a significant effect on success?

RQ6. Which types of success factors or combination of success factors contribute more for women entrepreneurs' success?

### **1.6. Significance of the study**

As to the knowledge of the researcher there are no previous studies done which see motivational and success factors simultaneously to see their effect on success. This research is going to benefit many stakeholders of the subject under study. The study can be used as a baseline and serve as a secondary source of data for those who want to conduct further in-depth investigation in this area. For the researcher it further developed his/her research skills. For entrepreneurs (especially women) can learn so many things from the findings and use recommendations for their betterment. Finally, this topic is not optimally studied in case of Ethiopia hence this study is going to contribute for the literature.

### **1.7. Scope of the study**

The scope of this research was limited to women Entrepreneurs in Addis Ababa city specifically who are the members of AWEP. It examined only the relationship of motivational and success factors with the success of those selected women Entrepreneurs.

### **1.8. Limitation of the study**

The listed variables may not all be the available variables affecting the decision of women entrepreneurs to own business and determining their success. Only one association was studied. The variables under study explain only 87% of the variation for entrepreneurial success. Future research can consider other more variables and associations. A cross sectional analysis was applied for exploratory purposes of entrepreneurial and success factors. Nevertheless, a

longitudinal study could be more useful in explaining them. The other limitation of the study was lack of enough empirical findings related with the topic under study in the context of Ethiopia.

## **1.9 Definition of terms**

**Entrepreneurship:** Entrepreneurship concerns the environment conditioning opportunity, the process of discovering opportunity, the evaluation and exploitation of opportunity, and the individual decision-makers who do these things.

**Women Entrepreneurs:** Women entrepreneurs are defined as those who use their knowledge and resources to develop or create new business opportunities, who are actively involved in managing their businesses, and own at least 50 per cent of the business and have been in operation for longer than a year.

**Motivational factor:** Motivation is the set of forces that initiate behavior and determine its form, direction, intensity and duration. Motivation is a significant factor in the start-up and success of the business. Entrepreneurial motivations are classified according to whether the entrepreneurs are internally or externally motivated i.e. pull and push respectively.

**Success factors:** are factors which contribute for success or facilitate success. Even though there is no consensus on success factors, good customer service, good product at a competitive price, hard-work, marketing factors such as sales promotion, support of family and friends, ability to manage personnel, previous business experience, reputation for honesty, satisfactory government support, good general management skills, charisma; friendliness to customers, appropriate training, access to capital are some of the factors (Source: Literature Review).

**Entrepreneurial success:** the easiest definition is through tangible elements such as revenue or a firm's growth, personal wealth creation, profitability, sustainability, and turnover. Success can also be defined as profitability and growth.

### **1.10 Organization of the paper**

The study consists of five chapters in which each chapter has been discussed in detail. Chapter one is already discussed in the previous section.

**Chapter two:** provides definition of most important concepts, such as women entrepreneurs, motivational and success factors. This chapter provides an insight into those concepts as well as the relationship between of motivational and success factors with success by focusing on previous research in this area and presents a reviewed literature relevant to this study.

**Chapter three:** describes the research design utilized. Specifically: population, sample, participants, data collection instruments, method of data analysis, unit of analysis and time dimension, preliminary study and questionnaire development.

**Chapter four:** reports on the results of the empirical analysis. The chapter proceeds with an analysis of the descriptive variables. To facilitate ease in conducting the empirical analysis, the results of the descriptive analysis is presented first, followed by correlation and regression analysis.

**Chapter five:** describes the results of the study in a greater detail and where appropriate, existing literature is integrated into discussion. The chapter contains a summary of major findings, conclusion of the study and the chapter ends with recommendation for the organization.

## **Chapter Two: Literature Review**

The literature review will first look at the concept of entrepreneurship, and then go on to look at female entrepreneurship and associated definitions. Finally motivational and success factors will be discussed.

### **2.1 What is Entrepreneurship?**

Understanding of entrepreneurship in the less developed countries is very important in the context of their growth and development. Entrepreneurship is not a uniformly distributed quality throughout these given societies. The psychological attributes are the key factors in driving the entrepreneurial activities. Certain individuals are achievement oriented and are prepared to take risks. Entrepreneurship is scattered over a wide range of business functions to bring out the effects within the structure of business itself (Shane et al, 2003).

As clearly set by Abdullah (2009), there has been no consensus among researchers as to the exact meaning of entrepreneurship and the role of entrepreneurs.

Today entrepreneurship is seen as under taking innovation and brings risk. Entrepreneurship is a process and not a static phenomenon. Entrepreneurship has to do change and is also commonly associated with choice related. Entrepreneurship can also be defined as Creating or seizing an opportunity and pursuing it regardless of the resources currently controlled or Entrepreneurship is more than just a mechanical economic factor (Amjad and Ramzan, 2012).

Entrepreneurship is the act of being an entrepreneur, which is a French word meaning "one who undertakes an endeavor". Entrepreneurs assemble resources including innovations, finance and business acumen in an effort to transform innovations into economic goods. This may result in

new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity or necessity. The most obvious form of entrepreneurship is that of starting new businesses; however, in recent years, the term has been extended to include social and political forms of entrepreneurial activity. Entrepreneurship brings with itself a whole set of risks of failure and factors to success (Saleem et al, 2011).

Shane and Venkataraman (2000) quoted “Entrepreneurship concerns the environment conditioning opportunity, the process of discovering opportunity, the evaluation and exploitation of opportunity, and the individual decision-makers who do these things”.

Entrepreneurship is often defined as "the process of starting and running one's own business". The term entrepreneur is increasingly employed to refer to the type of individual who is highly determined, confident, creative and sales oriented personality, familiar with the trends and able to translate a vision into real business (Colombo Plan Staff College 1998). These individuals are often viewed as reckless risk takers. But because of their good grasp of things their risk taking is more calculative than that it apparent.

## **2.2 The role of Entrepreneurship**

As globalization reshapes the international economic landscape and technological change creates greater uncertainty in the world economy, the dynamism of entrepreneurship is believed to be able to help to meet the new economic, social and environmental challenges. Governments increasingly consider entrepreneurship and innovation to be the cornerstones of a competitive national economy, and in most countries entrepreneurship policies are in fact closely connected to innovation policies, with which they share many characteristics and challenges. The dynamic

process of new firm creation introduces and disperses innovative products, processes and organizational structures throughout the economy. Entrepreneurship objectives and policies nevertheless differ considerably among countries, owing to different policy needs and diverse perspectives on what is meant by entrepreneurship (MulugetaChane, 2010).

Self-advancement and self-reliance are the main goals of most of the entrepreneurs. The entrepreneurs are key persons of the country for promoting economic growth and the development of entrepreneurship is directly related to the socio-economic development of any society. The socioeconomic development of the country is attained only when the society creates a large number of entrepreneurs from various strata of population (Shane et al, 2003).

The economic development of a nation is sparked largely by its enterprising spirit. The characteristic of enterprising emerges from the interplay of behavior and activity of a special segment of the population known as entrepreneurs. It is also known that a healthy business environment is an essential requirement of entrepreneurial growth. Since a high quality entrepreneurial skill tends to attain industrial growth, talent must come from within the environment for rapid and sustained growth of the economy (Antony and Edwin, 2011).

For Moore and Buttner (1997) say Entrepreneurs are the leaders of industrial development. They are necessary to create employment and to contribute to the economic growth.

Considered as one of the growth engines for a nation – creating jobs, inventions and diversity, entrepreneurship is a process of starting a business venture, organizing the necessary resources and assuming the associated risks and rewards. Likewise Entrepreneurship has long been regarded as the source of job creation and an engine of economic growth (Chu et al, 2011).

Entrepreneurial activity is a major factor of economic development of a country and its regions (Saleem et al, 2011). Entrepreneurship drives innovation and technical change, and therefore generates economic growth (Schumpeter, 1934). Entrepreneurship is the process by which opportunities to create future goods and services are discovered, evaluated, and exploited. (Shane et al, 2003).

Uddin and Kanti (2013) revealed that Entrepreneurship is considered as an engine of growth for an economy. A country may be rich in material resources and capital. But if entrepreneurship is lacking, the utilization of resources would not be as expected. The entrepreneurs are a part of industrial society and as such, he/she should be considered as an asset. The entrepreneur is responsible for not only earning his/her own livelihood but also for creating avenues of employment for others and contributing to the gross national product (Antony and Edwin, 2011).

Entrepreneurship activities help develops a country's economy and social wellness of one particular society. Entrepreneurs have helped to put up many choices of products and services in the market for consumers to choose from (Ahmad Zaki Bin Hj. Ismail et al, 2006).

The vast majority of women entrepreneurs market their products and services to their local market, which for most means a limited market access. Because of these reasons, many of the women entrepreneurs are engaged in stiff competition with each another for the same small local market, and this inevitably results in lower returns all round. The potential for market development is limited since many women are engaged in similar types of businesses. Many any of these business sectors are traditionally dominated by women for traditional and socio-cultural reasons. The mobility of some of the women entrepreneurs is restricted by family responsibilities and cultural barriers, and this also contrives to limit their access to wider markets (ILO, 2003).



### **2.3 Who are Entrepreneurs?**

The word Entrepreneur is derived from the French word “entreprendre” which means a person who undertakes the task of bringing together various resources and manages them to achieve desired results and take some share (Jayan V.K, 2013). According to Mohd and Mohamad (2011) ‘Entrepreneur’, derived from the French word ‘Entreprendre’, has at its root a concept of ‘between-taker or go-between’.

An entrepreneur is defined by (Naser et al, 2009) as a person who starts a new business venture. He/she is a person who can find opportunities and has the ability to develop those opportunities into profit-making businesses.

“...An entrepreneur is an individual who propelled by an idea, personal goals, and ambition, brings together the financial capital, people, equipment, and facilities to establish and manage a business enterprise”.Shane and Venkataraman quoted (2000).

Bennett et al (2000) defined an entrepreneur as a person who has established the business as a new venture, where business growth is intended, for the prime reasons of generating profit and achieving personal satisfaction.

Entrepreneurs identify and develop business and create opportunities for its success. Entrepreneurs are risk takers. They are people who recognize the strengths, weaknesses, opportunities and threats of their enterprise and build opportunity for its success. Their decisions are based on better information and experience than that of an average observer. What others perceive as risky may not be as great a risk to those who bare more information and skills. The entrepreneur also plays a mediating role between the larger society and his economic unit. Entrepreneurial action is likely to initiate changes for both the economic unit and its environment (Colombo Plan Staff College 1998).

Entrepreneurs are free thinkers, who combine a large element of creativity and experience. They have knowledge of economic, social, psychological and demographic trends. They have experience and are comfortable with new technology and change. They are the agents of change who can effectively live with uncertainty and stimulate and implement lasting changes (Shane et al, 2003).

Entrepreneur is a highly respected person in the developed world. The word entrepreneurship conjures up visions of active, purposeful men and women accomplishing significant achievements.

The entrepreneurs are important agents of change in every society, yet they present the most enigmatic characters in the drama of economic development, particularly in the less developed world. Although it is an entrepreneur's purposive activity that bridges the gap between plan and reality, the precise way that this agent of change acts is often unpredictable. (Shane et al, 2003).

## **2.4 Women entrepreneurship and Women Entrepreneurs**

The role of women entrepreneurship is inevitable in any country. Women's productive activities, particularly in industry, empower them economically and enable them to contribute more to overall development. Whether they are involved in small or medium scale production activities, or in the informal or formal sectors, women's entrepreneurial activities are not only a means for economic survival but also have positive social repercussions for the women themselves and their social environment United Nations Industrial Development Organization (UNIDO, 2001). Nowadays women enter in almost all professions such as trade, industry, engineering, technology. They are willing to take up business and contribute to the national development. Thus, their role is being recognized and steps are being taken to empower and promote female

entrepreneurship. Women entrepreneurship must be moulded properly with entrepreneurial qualities and traits, and skills to meet the global changes in trends and be competent enough to survive for excellence in entrepreneurial arena (Ummah and Gunapalan, 2012).

There is one gender-specific definition the authors came across that specifically appealed to them due to its emphasis on female entrepreneurship. Women entrepreneurs are defined as those who use their knowledge and resources to develop or create new business opportunities, who are actively involved in managing their businesses, and own at least 50 per cent of the business and have been in operation for longer than a year (Moore and Buttner, 1997).

From this it is easy to understand female entrepreneurs are those who use their knowledge and resources to develop or create new business opportunities – whether this be informally in a home environment without formally registering their business or formally via business registration, hiring office premises, etc. - who are actively involved in managing their businesses, are responsible in some way for the day-to-day running of the business, and have been in operation for longer than a year.

## **2.5 The difference between women entrepreneurs and men entrepreneurs**

It is important to see female entrepreneurship as a distinct yet related concept to male entrepreneurship so that we can make efforts to understand the similarities and differences among both these groups.

Previous research reveals that while there are many similarities between female and male entrepreneurs, a number of differences exist. Women and men possess differing motivators for becoming entrepreneurs.

A higher proportion of women become entrepreneurs in order to balance work and family, while a higher proportion of men seek wealth creation and/or economic advancement (DeMartino and Barbato, 2003).

Gender differences in starting a business have driven much of the research in developed countries. Scott (1986) used two surveys to explore the reasons why women wanted to start their own businesses. She found that gender differences do exist. Men became business owners due to the desire to be their own bosses, while women were concerned with personal challenges and satisfaction. Carter and Cannon (1992) interviewed sixty women entrepreneurs in the United Kingdom. Finding independence and the challenge of business ownership were the top two cited reasons for business ownership in this study. Another study in Norway also shows that independence is a prime reason for women's start-up enterprises (Ljunggren&Kolvereid, 1996).

Although independence and self-fulfillment are seemingly common motivations, significant differences are found across countries with culture and social interaction. Ufuk&Ozgen (2001) examined female married entrepreneurs in Turkey and reported that meeting family needs and initiating social relations are the most important factors in becoming business owners. Results from a study of Nigerian women entrepreneurs show that the main motivation for engaging business is to reduce poverty and to reverse their deteriorating economic condition (Woldie&Adersua, 2004).

Chu et al (2010) pointed out that increasing income, proving that they can do it, a desire to be their own boss are the main motivation factors for becoming business owners. Although male entrepreneurs rated proving that they can do it as the highest motivation, female entrepreneurs ranked the increasing income as the highest motivation factor. The study findings also show that family business concerns such as expectations of earning more money in self-employment and

the opportunity to pass the business on to children were other important motivational goals in starting up small business ownership. Chinese entrepreneurs regarded a reputation for honesty as the crucial factor contributing to their success. They also perceived good customer service, good general management skills, charisma, friendliness to customers, and an access to capital as the leading factors to a higher level of business achievement. Female entrepreneurs indicated that charisma, friendliness to customers was the most important success factor while a reputation for honesty was the most important for male entrepreneurs.

Research on personal motives for starting a business using the “push-pull” framework has produced mixed results. For example, a number of studies referenced by Buttner and Moore (1997) concluded that men typically find their impetus in such “pull” factors as becoming their own boss, having more control over their activities and increasing their wealth. Morris et al. (2006) found growth orientation associated to women who are pulled into entrepreneurship rather than pushed. Other studies of female entrepreneurs were more conclusive by consistently finding that women become self-employed as a result of necessity or push factors (Hisrich and Brush, 1986), such as dissatisfaction with jobs and working environments, difficult economic conditions, the need to balance work and family obligations, as well as hostility and discrimination in previous work environments.

## **2.6 Motivational factors: Pull motivation factors and push motivation factors**

Motivation is an essential factor in the establishment of entrepreneurial activity. Many individuals have the characteristics that enable them to identify an opportunity combined with the resources to implement the venture, yet do not have the incentive or motivation to do so (Bennett et al 2000).

A better understanding of entrepreneurial motivations may well contribute to a better understanding of entrepreneurial behavior. For example, a recent model developed by Morris et al (2006) posits that the relative growth orientation of women entrepreneurs is a function of motivations, perceived obstacles, female identity, as well as personal and business descriptors.

Accordingly: "...motivations for starting a venture would seem an important determinant of growth aspirations, as those who are motivated by the desire to get rich or to meet a challenge would seem more interested in growth than those motivated by discrimination or a desire for personal expression"(Morris et al, 2006).

Women become entrepreneurs due to several factors which may be grouped under "Pull factors" and "Push factors". Pull factors refer to the urge in women to undertake ventures with an inclination to start a business. Women entering business, driven by financial need due to family circumstances are said to be influenced by push factors (Antony and Edwin, 2011).

Research findings of Zhu and Chu (2010), show that the main motivations for business ownership are to increase income, to prove their ability, to be independent and to be able to use their past experience and training.

Findings from their studies of Stefanovic et al 2010 show that motivation of entrepreneurs falls into four distinct categories: 1. Extrinsic rewards 2. Independence/autonomy,

3. Intrinsic rewards 4. Family security

These four groups of factors determine the motivation level of entrepreneurs which in turn affect on their business success.

Jean Lee (1997), identified need for achievement, need for affiliation, need for autonomy, and need for dominance are among motivators for women to be entrepreneurs.

## **2.7 Success factors and Entrepreneurial success**

There is no consensus among researchers on the factors contributing to the success of women business owners. Different researchers identified different success factors as discussed below.

Success is in the present study defined as profitability and growth. This study classified entrepreneurial motivations according to whether the entrepreneurs are internally or externally motivated. When tested against profitability and growth, the general findings supporting the proposed hypotheses, were that externally motivated entrepreneurs are more likely to achieve a high level of profitability than internally motivated entrepreneurs, and that internally motivated entrepreneurs are more likely to experience a high level of growth than externally motivated entrepreneurs (Uddin and Bose, 2013).

Measuring the success of the entrepreneurship is likely to reflect a combination of the personal characteristics and attributes of the entrepreneur together with their reasons for surviving in the business. Whenever efforts are made to induct people to entrepreneurial career, the entrepreneurial qualities such as innovation, creativity, risk taking, perseverance are generally found lacking in women entrepreneurs. These are required to be aroused to an extent that people may opt for entrepreneurial career.

It is often said that a person cannot win a game that they do not play. In the context of entrepreneurship, this statement suggests that success depends on people's willingness to become entrepreneurs. Moreover, because the pursuit of entrepreneurial opportunity is an evolutionary process in which people select out at many steps along the way, decisions made after the discovery of opportunities—to positively evaluate opportunities, to pursue resources, and to design the mechanisms of exploitation—also depend on the willingness of people to “play” the game.

In this paper, we argue that human motivations influence these decisions, and that variance across people in these motivations will influence who pursues entrepreneurial opportunities, who assembles resources, and how people undertake the entrepreneurial process (Shane et al, 2003).

Need for achievement, independence, and self-reliant are the most important personality factors for business growth of women entrepreneurs and have a strong positive correlation with entrepreneurial success whereas family background and institutional support have the moderate positive correlation with entrepreneurial success among women entrepreneurs in Ampara district (Ummah and Gunapalan, 2012).

The study by Che et al (2006) found that the entrepreneurs' education level, working experience and whether their parents own business have a positive relationship with their success.

According to Zhu and Chu (2010), factors contributing to their success include a reputation for honesty, hard work, and management skills.

Carter and Cannon (1992) indicate that among the strategies leading to business success, being able to adapt management skills from previous working experience and training is considered very important. Cuba, Decenzo, and Anish (1983) find that in addition to education and experience, delegation skills have a positive impact on enterprise success. Buttner (1993) argues that endurance and hard work are key success ingredients for women entrepreneurs to compete with their male counterparts. Women usually experience family-work conflict. It is found that family support and encouragement help women reduce work-related stress and lead to business success.

The finding of a research by Zhouqiaoqin et al, 2013, showed that:

- i- Human capital has a significant influence in the success of women entrepreneurs.



- ii- Woman characteristic has a significant influence in the success of women entrepreneurs.
- iii- Motivation has a significant influence in the success of women entrepreneurs.
- iv- Family background has a less significant influence in the success of women entrepreneurs.

Good customer service, Good product at a competitive price, Hard-work, Marketing factors such as sales promotion, Support of family and friends, Good Location, Maintenance of accurate records of sales/expenses, Ability to manage personnel, Previous business experience, Reputation for honesty, Satisfactory government support, Good general management skills, Charisma; friendliness to customers, Appropriate training, Access to capital, Political involvement, and Community involvement were used by Zhu and Chu (2010) as variables of success.

## **2.8 Contribution of Women Entrepreneurs to the economy**

Women entrepreneurs have played an important role in the modern economy. Although women entrepreneurship has been recognized as an important source of economic growth, there is limited research about the nature and practice of female entrepreneurs in a transitional economy such as China due to many obstacles (Zhu and Chu, 2010).

## **2.10 Theoretical framework**

Stefanovic et al (2010) identified the following reasons for women to be Entrepreneurs. To be their own boss, to be able to use their past experience and training, to prove they can do it, to increase their income, to provide jobs to family members, for their own satisfaction and growth, so they will always have job security, to build a business to pass on, to maintain their personal freedom, to be closer to their family and to have fun.

The research by Jeffrey W. Alstete (2008) revealed that entrepreneurs enjoy the independence, freedom, job satisfaction, and money which can be considered as motivational factors.

The following are major motivational factors for women to start their own business as identified by Lei Zhu and Hung M. Chu (2010): to increase their income, to prove they can do it, to be their own boss, to be able to use their past experience and training, to gain public recognition, to protect their job security, for their own satisfaction and growth, to provide jobs for family members, to maintain their personal freedom, to be closer to their family and to build a business to pass on.

The decision to become self-employed that stem from the pull effects induced by a thriving economy producing entrepreneurial opportunities relate to such factors as (1) need for independence, (2) need for a challenge, (3) improved financial opportunity, (4) self-fulfillment, (5) desire to be own boss, (6) flexibility for balancing family and work, (7) potential to develop a hobby, (8) personal achievement (to be reckoned in the society), and (9) role models and other people's influence i.e friends and family (HasniChe Ismail et al, 2012).

According to ILO (2003), the major motivating factors for women to start their own businesses were to support their families, to be self-employed, and to generate their own income. Likewise, when asked about the motives for business ownership, entrepreneurs suggested that increasing

income, becoming their own boss, and to prove that they can succeed were the most important reasons (Hung M. Chu et al, 2011).

Financial support from the government especially in the start-up capital is an important factor that motivates women to establish their own businesses. Self-fulfillment, knowledge, skills and experience, including relationship to spouse/father business, are all important factors in the development of women entrepreneurs (Kamal Naser et al, 2009).

The research conducted by Orhan and Scott (2001), identified a number of situations that relate to women's decisions to become entrepreneurs, namely "dynastic compliance", "no other choice", "entrepreneurship by chance", "natural succession", "forced entrepreneurship", "informed entrepreneur", and "pure entrepreneur".

Push factors are those factors that relate to necessities such as (1) unemployment, (2) redundancy, (3) inadequate family income, (4) dissatisfaction with current job, and (5) the need to accommodate work and home roles (HasniChe Ismail et al, 2012).

Push factor is associated with negative conditions, the pull factor is attributed to positive developments. The push factor may result from low income, job dissatisfaction, strict working hours or even lack of job opportunities. The pull factor, however, may result from the need for self-accomplishment and the desire to help others (Robinson, 2001).

Success is achieving one's goals (Reijonen and Komppula, 2007). But, there is no consensus among researchers on the factors contributing to the success of women business owners (Lei Zhu et al, 2010). For example, Ghosh et al (2001), identified the following as success factors.

- 1) A committed, supportive, and strong management team.
- 2) A strong, visionary, and capable leadership.
- 3) Adopting the correct strategic approach.

- 4) Ability to identify and focus on market.
- 5) Ability to develop and sustain capability.
- 6) A good customer and client relationship.

Financial gain is not always the primary or the only source of motivation for an entrepreneur. Therefore non-financial measures could be better indicators of success.

These measures could be, e.g. self-fulfilment, goal achievement, pride in the job and flexible lifestyle (Buttner and Moore, 1997).

The findings of Firdaus Abdullah et al (2009) confirmed that eight factors are vital to the success of entrepreneurs. In rank order of importance, these factors are advancement drive, achievement oriented, commitment, decision-making ability, managing risk, tenacity, networking, and optimism.

Mmbengwa et al (2013) by their research identified innovation and risk taking were the most crucial key success factors.

According to the findings of Salman Saleem and Zain-Ul-Abideen (2011) the eight success factors are advancement drive, achievement oriented, commitment, decision making ability, managing risk, tenacity, networking, and optimism.

Javadian and Singh (2012) identified the possession of personal internal factors such as high levels of self-efficacy and risk taking positively impacted women entrepreneurs' success.

Lei Zhu and Hung M. Chu (2003) identified reputation for honesty, hard-work, good general management skills, charisma; friendliness to customers, satisfactory government support, access to capital, maintenance of accurate records of sales/expenses, ability to manage personnel, good customer service, good location, previous business experience, good product at a competitive

price, support of family and friends, marketing factors such as sales promotion, appropriate training, community involvement, political involvement as success factors.

According to Hung M. Chu et al (2011), reputation for honesty, providing good customer services, and having good management skills were reported to be necessary conditions for business success. Friendliness to customers and hard work were also critical for high-performance enterprises.

The results of the research by Syed Shah Alam et al (2011) suggest that family support, social ties and internal motivation affect positively and significantly to the success of women entrepreneurs in the small business.

The study by Dr. Samia A. Kargwell (2012) found out that there are four factors cause success for female entrepreneurs in United Arab Emirates. These are: Economic and technological development, Flexible enterprise policies, Good education, Spiritual support and financial support. The most crucial one is the spiritual support.

Good management skills, Charisma: friendliness, Satisfactory government support, Appropriate training, Access to capital, Previous business experience, Support of family and friends, Marketing/sales promotion, Good product at competitive price, Good customer service, Hard work, Position in society, and Ability to manage personnel are identified as success factors (Ivan Stefanovic et al, 2010).

According to the evaluations of the findings by Peris et al (2011), the factors that contribute for the success of women entrepreneurs are self-confidence and initiative as the entrepreneur's most characteristic attributes, followed by dynamism and leadership, perseverance, creativity and energy, receptivity and an ability to get on with other people in order of their importance.

Different entrepreneurial factors are significantly related to the entrepreneur's success. These factors include the ability of entrepreneurs to access information, their leadership styles, and their support from others. Nevertheless, entrepreneurs' ability to seize relevant information is found to be the most significant factor contributing to their success (Mohd and Mohamad, 2011). Uddin and Kanti (2013) identified independence, family and security, utilization of inherited resources are found statistically significant motivational factors. Managerial capabilities, experience and training, family supports and honesty are statistically significant success factors. Of all the factors described above, the researcher selects factors which can be applied in the context of Ethiopia.

The independent pull motivational variables of this research were, need for independence, need for a challenge, to be able to use past experience and training, need for personal achievement, to prove they can do it, to increase their income, to provide jobs to family members, role models and other people's influence, job security and potential to develop a hobby.

The push factors were unemployment, redundancy, inadequate family income, need to accommodate work and home roles, peer pressure, fear of loss of job and dissatisfaction with current job, strict working hours, lack of job opportunities and no other choice.

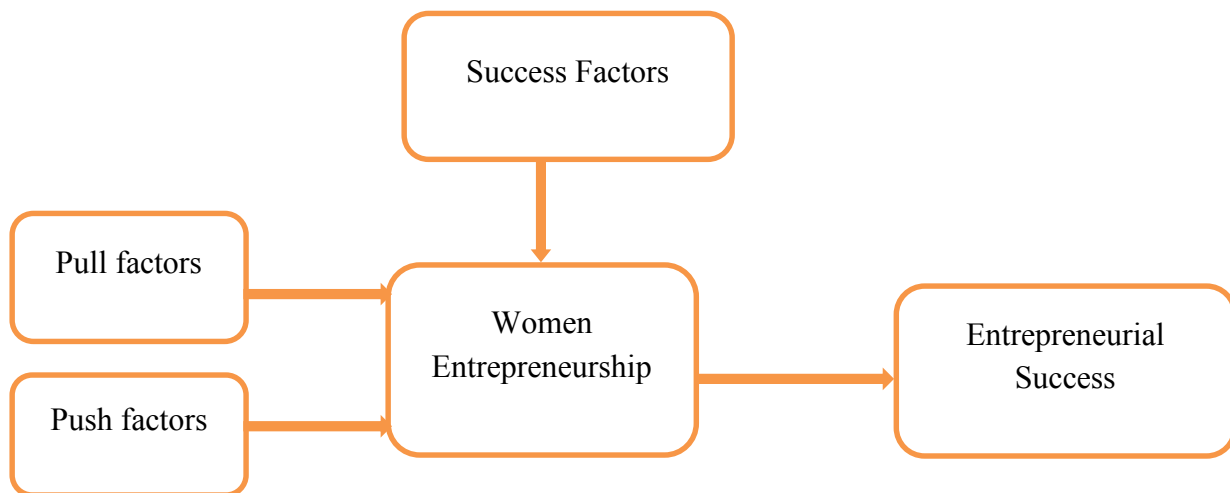
The success factors are good management skills, satisfactory government support, appropriate training, access to capital, previous business experience, managing risk, decision making ability support of family and friends, marketing/sales promotion, good product at competitive price, good customer service, optimism and hard work.

The dependent variable of this study was success of women entrepreneurs.

## 2.11 Conceptual framework

Based on the overall review of related literatures and the theoretical framework, the following conceptual model in which this specific study is governed was developed. Entrepreneurial success has been taken as dependent variable while motivational and success factors as independent variables.

*Figure 1: Conceptual framework of the relationship of motivational and success factors with success*



*Source: Review of literature and theoretical framework*

## **Chapter 3: Research Methodology**

### **3.1 Introduction**

In this chapter practical method used in order to answer the research questions and fulfill the purpose of the research are presented. Also it provides an overview of the research study, research hypothesis and model specification, a description of the instrument used for data gathering, targeted population, sampling procedure, and unit of analysis, source of data used, methods of data analysis, presentation and interpretation.

This study was intended to be carried out at AWEP (Alliance of Women Entrepreneurs Program) in Addis Ababa City. The study was designed as the cross - sectional survey for the quantitative study which was used to gather the relevant and pertinent information with regard to motivational and success factors .Thus, this study is classified as descriptive survey research.

### **3.2 Research Design**

Saunders et al. (2007), defines research design as the general plan of how the research questions would be answered. It is the conceptual structure with in which research is conducted. It constitutes the blue print for the collection, measurement and analysis of data.

This study in terms of implement was a descriptive research. The target population of this study was women entrepreneurs in Addis Ababa taking AWEP members as the sample frame. The data that is used in the study was quantitative in nature which was collected from primary sources. The Cross-sectional field survey method was used to assess the motivational and success factors and examine the relationship of those factors with success of women entrepreneurs in Addis Ababa using AWEP members as a case in point. In cross-sectional field surveys, independent



and dependent variables are measured at the same point in time using a single questionnaire (AnolBhattacharjee, 2012). In addition the study is also said to be co relational in design because there is the intent to establish the relationship between independent and dependent variable of the study. According to Reid (1987) co relational research aims to ascertain if there is a significant association between variables.

### **3.3 Data type, data sources and data collection methods**

Primary data was used to undertake the study. According to Biggam (2008), primary data is the information that the researcher finds out by him/herself regarding a specific topic. The survey method (questionnaire method) was used to gather the primary data from women entrepreneurs, by distributing the questionnaire to the respondents. For the purpose of this study a quantitative methodology using a close-ended questionnaire was used as the instrument. Questionnaire as an instrument for data collection was chosen because it can help respondents to be objective and more precise in responding to the research questions.

Structured questions were formulated so as to elicit information on the women's profiles. The design of the questionnaire is simple and respondent-friendly.

The close-ended questionnaires can be administered to groups of people simultaneously, since they are less costly and less time consuming than other measuring instruments. The Likert-type scale method used a range of responses: strongly disagree, disagree, Mildly Agree, Agree, and strongly agree, with a numeric value of 1-5, respectively. The usage of this particular scaling method ensured that the research study illustrated the ability to assess the responses and measure the responses quantifiably so that a pattern or trend may be produced in order to answer the

research questions. As Neuman (2003) hypothesize, it is a process of asking many people the same questions and examining their answers.

### **3.4 Research approach**

The two methods are Quantitative and Qualitative, where one of them is not better than the others, all of this depends on how the researcher want to do a research of study (Ghauri and Kjell, 2005).Creswell (2005) asserted, Quantitative research is a type of research in which the researcher decides what to study, asks specific, narrow questions, collects numeric (numbered) data from participants, analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner (Creswell, 2005). Variables can be defined as attributes or characteristics of individuals, groups, or sub-groups of individuals (Creswell, 2005). Quantitative method is study involving analysis of data and information that are descriptive in nature and qualified (Sekaran, 2003). Quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, i.e., cause and effect relationship between known variables of interest or it employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistics data (Creswell, 2003). The purpose of this study was to evaluate and observe through a survey instrument if there is relationship between motivational and success factors with success. To achieve the aforementioned objectives, the study adopted a quantitative research approach, where it can be use of a questionnaire provided predominantly descriptive and qualified data.

### **3.5 Target Population and Unit of Analysis**

#### **Target Population**

According to Hair and Bush (2006), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. Therefore, for this study, women entrepreneurs who are members of AWEP were selected as a target population as representatives of women entrepreneurs in Addis Ababa with total number of 84.

#### **Unit of analysis**

The unit of analysis in this case is individual women entrepreneurs. Census method of analysis was used because the size of the target population is manageable and to maximize the accuracy of findings by giving all the members of the population the chance to be included in the study. It can also increase the validity and reliability of the results.

### **3.6 Data Analysis methods**

Once data is collected, it is necessary to employ statistical techniques to analyze the information, as this study is quantitative in nature. Descriptive statistics, Pearson correlation and Multiple Linear Regression analysis were utilized to show the relationship between independent variables and dependent variable and to clarify the most significant motivational and success factors that influence entrepreneurial success using SPSS, package version 21. The statistical tools are aligned with the objectives of the research. Descriptive statistics were used to provide the

frequency, measurement of central tendency and percentage and an inferential statistics will be used to ascertain the relationship between the variables.

The data was analyzed using both descriptive statistical techniques and descriptive narrations. The demographic profiles and items related to characteristics of women entrepreneurs were described using simple statistical tools such as frequency, tables and percentages.

Descriptive statistics (mean and standard deviations) of the respondent scores were computed for the Likert statements and analyzed by comparing these mean scores and deviations among respondents. The reason for using descriptive statistics is to compare the different motivational factors of women entrepreneurs by the means and standard deviations of scores. A higher mean score on a variable indicates greater importance. A small standard deviation means that the values in a statistical data set are close to the mean of the data set, on average, and a large standard deviation means that the values in the data set are farther away from the mean, on average. The standard deviation measures how concentrated the data are around the mean; the more concentrated, the smaller the standard deviation.

### **3.7 Validity and Reliability of the questionnaire**

#### **3.7.1 Validity**

Hair et al., (2007) defined validity as “the degree to which a measure accurately represents what it is supposed to”. Validity is concerned with how well the concept is defined by the measure(s). It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. Bhattacharjee (2012) mentioned about four types of validity.

**Internal validity:** is how the findings of the research match reality and as the researcher measure the things that are aimed to measure. This specific study is cross-sectional field survey and poor

in internal validity because of the inability to manipulate the independent variables and because cause and effect are measured at the same time. The other measure of internal validity is whether the finding is non-spurious or not. Therefore, the finding in this specific study is strongly supported by the reality in the context and the general theory in the field, even though factors such as context and methodology employed have shaped the result.

**External validity:** It refers to whether the observed associations can be generalized from the sample to the population, or to other people, organizations, contexts or time (Bhattacharjee, 2012). The more representative, the more confident we can be in generalizing from the sample to the population. This study addressed external validity through taking every member of the association into consideration and can be generalized to other associations.

**Construct validity:** It examines how well a given measurement scale is measuring the theoretical construct that it is expected to measure. It can be classified as face validity and content validity. Face validity refers to the degree to which a test appears to measure what it purports to measure. We use content validity when want to find out if the entire content of the behavior (construct) area is represented in the test. In this study, the researcher tried to address the construct validity through defining clearly the construct of interest and develop valid measures and operationalize defined constructs. Moreover, addresses through the review of literature and adapting instruments used in previous research.

**Statistical conclusion validity:** it examines the extent to which conclusions derived using a statistical procedure is valid. Since this specific study is quantitative it is worthy full to consider the issue of statistical conclusion validity. This type of validity is addressed through selection of the right statistical method used for hypothesis testing. Therefore, the appropriate statistical

testing is found to be Pearson correlation and Multiple Linear Regression is carefully selected by the researcher so that it realized the statistical conclusion validity.

### **3.7.2 Reliability**

Reliability differs from validity in that it relates to not to what should be measured, but instead how it is measured. Reliability analysis is concerned with the internal consistency of the research instrument. Hair et al. (2007) defined reliability as the extents to which a variable or a set of variable is consistent in what it is extended to measure. To ensure the inner consistency, it was used the chronbach alpha coefficient. Developed by Lee Chronbach 1951, the chronbatch alpha coefficient is a statistical tool that evaluates the confiablity through the inner consistency of a questionnaire.

### **3.8 Preliminary studies or Pilot test**

A pilot test is the method used to test the design, methods, or instruments prior to carrying out the research study. Pilot test usually involves stimulating the actual data collection process in a small scale to get feedback on whether or not the instruments are likely to work as expected in a real world situation. A typical pilot test involves administering instruments to small group of individuals that has similar characteristics to a target population and in a manner, which stimulates how data will be collected when instruments are administered to target population. Therefore, in this study prior to distribution of the actual survey, a pilot study involving some employees was conducted to validate the content of the questionnaire in terms of relevance, accuracy, and wording.

### **3.9 Ethical considerations**

There are certain ethical protocols that have been followed by the researcher. The first is soliciting explicit consent from the respondents. This ensures that their participation to the study is not out of their own volition. The researcher also ensured that the respondents were aware of the objectives of the research and their contribution to its completion. One another ethical measure exercised by the researcher is treating the respondents with respect and courtesy (Schutt, 2006). This was done so that the respondents will be at ease and are more likely to give candid responses to the questionnaire. There were also ethical measures that have been followed in the data analysis. To ensure the integrity of data, the researcher checked the accuracy of encoding of the survey responses. This was carried out to ensure that the statistics generated from the study are truthful and verifiable (Schutt, 2006).

## Chapter Four: Data Presentation, Analysis and Interpretation

### 4.1 Introduction

As indicated in the preceding chapters, this study attempted to examine the relationship of Motivational and Success factors with Entrepreneurial success the case of AWEP members. A total of 84 questionnaires were distributed and 80 (95 %) usable questionnaires were obtained valid and used for analysis. The data collected were presented, analyzed and interpreted using SPSS version 21.

Given that the aim of investigation and testing is the relationship between the independent and dependent variables of the study; therefore, the most appropriate statistical testing for testing the hypothesis of the study is Pearson correlation testing and regression.

**Table 1: Profile of the respondents**

Demographic factors		Frequency	Percentage
Age	20-30	12	15
	31-35	24	30
	36-40	32	40
	41-50	7	9
	Above 50	5	6
Education	Masters degree	8	10
	First degree	36	45
	Diploma	28	35
	Certificate	8	10
Marital status	Married	67	84
	Unmarried	13	16
Children	Yes	56	70
	No	24	30
Others dependents	Yes	20	25
	No	60	75



Work experience	Yes	45	56
	No	35	44
Years as an Entrepreneur	1-5	12	15
	6-10	20	25
	11-15	24	30
	16-20	12	15
	21-25	8	10
	Above 25	4	5
Do you think you are Successful?	Yes	68	85
	No	12	15
Working hours per week	31-40	4	5
	41-50	12	15
	51-60	28	35
	Above 60	36	45
How do you rate their success?	Very successful	11	14
	Successful	43	54
	Average	18	22
	Below average	8	10
How well have your success met your expectation?	More than I expected	11	14
	Met my expectation	43	54
	Somewhat met my expectation	18	22
	Below my expectation	8	10

*Source: Survey data, 2014*

The table shows that majority of women entrepreneurs are relatively experienced, educated and young. Most of them are well educated as 80% of them are degree and diploma holders. One might argue that educated people are generally creative and innovative and look for something unique to fill a need or want. Most of them are in the age of 31 to 40 (70%). The big majority (84%) of the respondents are married while the remaining 16% of them are unmarried.

70% of them have children while others (30 %) have no children. In addition, 25% of them have other dependents while others 75 % have no other dependents. 56% of them have previous work experience while the remaining 44% have no previous work experience.

Most of them (70%) have 6-20 years of experience being an entrepreneur. 80% of them work for above 50 hours per week. 85 % of them believe that they are successful and of this 14% rate themselves as they are very successful and met beyond their expectation, 54% rate themselves as they are successful and met there expectation, 22% of them rate themselves as successful in average and somewhat met their expectation and the remaining 10% believe they are not successful and did not met their expectations.

## 4.2 Reliability and validity Analysis

### 4.2.1 Reliability analysis

*Table 2: Reliability Statistics*

Variables	Cronbach's Alpha	No. of Items
Pull factors	0.811	10
Push factors	0.738	10
Success factors	0.887	13
Independent variables	0.891	33
Overall	0.917	37

*Source: Survey data, 2014*

Reliability analysis is concerned with the internal consistency of the research instrument. Cronbach's alpha reliability test measures the internal consistency of a research instrument. The questionnaire for pull motivation of entrepreneurs contained 10 reasons and questionnaire for push motivation contained 10 factors for deciding to own a business. The questionnaire for success factors contained 13 factors.

As shown in the above table the reliability of the survey instrument used is very good which tells us that variables are consistent in measuring what they are desired to measure. Cronbach alpha of pull motivational factors is 0.811, 0.738 for push motivational factors, 0.887 for success factors, 0.891 for the independent variables and 0.917 for both the dependent and the independent variables.

Most of the variables of this study were taken from the questionnaire developed by Hung M. Chu and later were used by other researchers with a very good reliability test result.

The reliability of the survey instrument used by Hung M. Chu was satisfactory since the Cronbach's Alphas were relatively high for the motivation items, as for the perceived success variables. The Alphas for the motivation and success variables items were 0.7759 and 0.7500 respectively (Ivan Stefanovic, 2010).

#### **4.2.2 Test of validity**

Hair et al. (2007) defined validity as "the degree to which a measure accurately represents what it is supposed to". Validity is concerned with how well the concept is defined by the measure(s).

Most of the variables used in this study are used by previous researchers for the similar objectives of study. Therefore, the researcher believes that concepts are pretty much explained by the measures identified.

### 4.3 Descriptive Analysis

*Table 3: Mean score and standard deviation of pull motivational factors*

No.	Pull motivational factors	Mean	Standard deviation
1	Need for independence	4.23	0.795
2	Need for a challenge	2.50	0.503
3	To be able to use past experience and training	3.68	0.868
4	Need for personal achievement	4.10	0.894
5	To increase income	4.26	0.838
6	To provide jobs to family members	3.51	0.693
7	To prove I can do it	4.04	0.834
8	Job security	4.14	0.759
9	Role models and other people's influence	3.18	0.725
10	Potential to develop a hobby	2.86	0.670

*Source: Survey data, 2014*

Based on the table, 'Need to increase income', 'Need for independence', 'Job security', 'Need for personal achievement', 'To prove I can do it' are perceived as the most influential drivers of women entrepreneurs. 'To be able to use past experience and training', 'To provide jobs to family members', 'Role models and other people's influence', 'Potential to develop a hobby' and 'Need for a challenge' are also believed to influence them in deciding to be entrepreneurs in this order.

Likewise Lei Zhu and Hung M. Chu (2010) in their study came up with the following motivational factors attracting women to start their own business; to increase their income, to prove they can do it, to be their own boss, to be able to use their past experience and training, to gain public recognition, to protect their job security, for their own satisfaction and growth, to provide jobs for family members, to maintain their personal freedom, to be closer to their family and to build a business to pass on.

Stefanovic et al., (2010) identified the following reasons for women to become Entrepreneurs. To be their own boss, to be able to use their past experience and training, to prove they can do it, to increase their income, to provide jobs to family members, for their own satisfaction and growth, so they will always have job security, to build a business to pass on, to maintain their personal freedom, to be closer to their family and to have fun. The most important reason for deciding to own a business is “To increase my income”.

According to ILO (2003), the major motivating factors for women to start their own businesses were to support their families, to be self-employed, and to generate their own income. Likewise, when asked about the motives for business ownership, entrepreneurs suggested that increasing income, becoming their own boss, and to prove that they can succeed were the most important reasons (Hung M. Chu et al, 2011).

HasniChe Ismail et al., (2012) also discovered a need for independence, need for a challenge, improved financial opportunity, self-fulfillment, desire to be own boss, flexibility for balancing family and work, potential to develop a hobby, personal achievement, and role models and other people’s influence i. e friends and family as pull motivational factors.

In addition, Jeffrey W. Alstete (2008) revealed that entrepreneurs enjoy the independence, freedom, job satisfaction, and money which can be considered as motivational factors.

Supporting the above researchers' idea, Robinson (2001) concluded that pull motivational factors may result from the need for self-accomplishment and the desire to help others.

**Table 4: Mean score and standard deviation of Push motivational factors**

Push motivational factors	Mean	Standard deviation
1. Unemployment	3.89	0.616
2. Redundancy	2.70	0.753
3. Inadequate family income	3.94	0.643
4. Dissatisfaction with my previous job	3.51	0.871
5. To accommodate work and home roles	3.78	0.954
6. Peer pressure	3.35	0.887
7. Fear of loss of job	2.88	0.644
8. Strict working hours	3.10	0.880
9. Lack of job opportunities	3.58	0.671
10. No other choice	2.91	0.766

*Source: Survey data, 2014*

The table displays that, 'Inadequate family income', 'Unemployment', 'To accommodate work and home roles', 'Lack of job opportunities', 'Dissatisfaction with my previous job', 'Peer pressure', 'Strict working hours', 'No other choice', 'Fear of loss of job' and 'Redundancy' respectively affect the decision to own a business. 'Inadequate family income', 'unemployment' and 'need to accommodate work and home roles' are the most important drivers.

According to HasniChe Ismail et al., (2012) push factors are those factors that relate to necessities such as (1) unemployment, (2) redundancy, (3) inadequate family income, (4) dissatisfaction with current job, and (5) the need to accommodate work and home roles.

In addition, Robinson, (2001) indicated that push factor may result from low income, job dissatisfaction, strict working hours or even lack of job opportunities.

*Table 5: Mean score and standard deviation of success factors*

<b>Success factors</b>	Mean	Standard deviation
1. Good management skills	4.04	0.770
2. High decision making ability	3.89	0.795
3. Satisfactory government support	2.95	0.840
4. Appropriate training	3.45	0.794
5. Access to capital	3.19	0.731
6. Previous business experience	3.73	0.811
7. Support of family and friends	3.49	0.693
8. Marketing/sales promotion activity	4.08	0.776
9. Good product at competitive price	4.18	0.839
10. Good customer service	4.33	0.823
11. Hard work	3.86	0.807
12. Good risk management	3.85	0.713
13. Optimist for things	3.93	0.776

*Source: Survey data, 2014*

‘Good customer service’, ‘Good product at competitive price’, ‘Marketing/sales promotion activity’, and ‘Good management skills’ are the most crucial elements for business success. ‘Being optimist for things’, ‘High decision making ability’, ‘Hard work’, ‘Good risk management’, ‘Previous business experience’, ‘Support of family and friends’, ‘Appropriate training’, ‘Access to capital’ and ‘satisfactory government support’ are also considered important factors contributing to business success.

Carter and Canon (1992) indicate that among the strategies leading to business success; being able to adopt management skills, previous business experience and training are considered very important.

The findings of Firdaus Abdullah et al., (2009) confirmed that eight factors are vital to the success of entrepreneurs. In rank order of importance, these factors are advancement drive, achievement oriented, commitment, decision-making ability, managing risk, tenacity, networking, and optimism.

According to Hung M. Chu et al (2011), reputation for honesty, providing good customer services, and having good management skills were reported to be necessary conditions for business success. Friendliness to customers and hard work were also critical for high-performance enterprises.

#### **4.4 Correlation and Regression Analysis**

In this section the results of the correlation and regression used in this study are presented. In order to test the research hypothesis, the Pearson correlation coefficient was calculated as well as multiple linear regression analysis. Based on the results obtained from the research, conclusions are drawn with respect to each hypothesis generated for the research undertaken in AWEP at which the research was conducted.

##### **4.4.1 Correlation Analysis**

The Pearson's correlation coefficient was computed for the purpose of determining the association between the variables. Correlations are the measures of the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables



being correlated whereas the values closer to 0 indicates there is little or no linear relationship (Fikre, et al., 2009).

As clearly indicated by Andy (2006), the correlation is a commonly used measure of the size of an effect: a value of  $\pm 0.1$  represents a small effect,  $\pm 0.3$  is a medium effect and  $\pm 0.5$  is a large effect.

**Table 6: Correlation between pull motivational factors and entrepreneurial success**

		Pull motivation	Success
Pull motivator	Pearson Correlation	1	.658**
	Sig. (2-tailed)		.000
	N	80	80
Success	Pearson Correlation	.658**	1
	Sig. (2-tailed)	.000	80
	N	80	

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

*Source: Survey data, 2014*

The table shows that there is a significant positive correlation ( $r=.658^{**}$ ) between pull motivational factors and entrepreneurial success at  $P < 0.01$ . The correlation was direct which means as pull motivational factors increase success also increases. Thus the result supports for the main hypothesis stating that Entrepreneurs that are mostly motivated by pull factors are more likely to achieve a higher level of success.

This finding is supported by Amit and Muller (1995). They have found that entrepreneurs who experienced push motivations are less successful than those built upon pull factors.

A research by HasniChe Ismail (2012), revealed that both pull and push factors motivations are positively correlated with women entrepreneurial success, pull factors of motivation posits a stronger correlation than push factors of motivation. The results of this study found significant effect of pull motivational factors.

The contribution of each pull motivational factor will not be the same and equal. The table below shows the correlation between each pull motivational factor and entrepreneurial success.

**Table 7: Correlation of each pull motivational factor with Success**

Independent variables										
Dependent variable	PLM 1	PLM 2	PLM 3	PLM 4	PLM 5	PLM 6	PLM 7	PLM 8	PLM 9	PLM10
Success	.514*	.150	.344*	.419*	.604*	.406*	.424*	.549*	.297*	2.00
Sig.(2 tailed)	.000	.184	.002	.000	.000	.000	.000	.000	.007	.076

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

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

*Source: Survey data, 2014*

It is apparent from the above table that all pull entrepreneurial factors have a significant relationship with entrepreneurial success ( $p < 0.01$ ) except for the need for a challenge and potential to develop a hobby which have a marginal contribution for success.

There is a strong association between the item ‘To increase income’ and entrepreneurial success, followed by ‘Need for job security’, ‘Need for independence’, ‘To prove I can do’, ‘Personal achievement’, ‘To provide jobs to family members’, ‘To be able to use past experience and training’, ‘Role models and other people’s influence’, ‘To develop a hobby’ and ‘Need for challenge’.

**Table 8: Correlation between push motivational factors and entrepreneurial success**

		Push motivation	Success
Push motivation	Pearson Correlation	1	.159
	Sig. (2-tailed)		.160
	N	80	80
Success	Pearson Correlation	.159	1
	Sig. (2-tailed)	.160	
	N	80	80

*Source: Survey data, 2014*

As observed from the table, push motivational factors illustrates there is an insignificant association between push motivational factors and entrepreneurial success.

From this it is easy to understand that there is insignificant effect of push motivational factors on entrepreneurial success. Therefore, the outcome does not support the hypothesis stating that Entrepreneurs that are mostly motivated by push factors are more likely to achieve a higher level of success.

The P value ( $p=0.160$ ) also indicates that there is no significant relationship between push motivational factors and success at significance level of both 0.01 and 0.05.

The finding of HasniChe Ismail (2012) shows that there is a marginal effect of push motivational factors on women entrepreneurship ( $r=0.278$ ).

**Table 9: Correlation of push motivational factors with success**

Dependent variable	Independent variables									
	PSM1	PSM2	PSM3	PSM4	PSM5	PSM6	PSM7	PSM8	PSM9	PSM10
Success	0.142	0.003	0.081	0.030	0.197	0.200	0.004	0.064	0.052	0.214
Sig.(2 tailed)	0.208	0.177	0.473	0.794	0.081	0.075	0.972	0.575	0.052	0.057

*Source: Survey data, 2014*

From the above table we can understand that; factors such as ‘No other choice’, ‘Peer pressure’, ‘Need to accommodate work and home roles’, ‘Unemployment’ and ‘Inadequate family income’ are the most important factors to have a marginal effect on entrepreneurial success.

Okafor and Amalu, (2010) and Hisrich and Brush (1986) by the results of their findings revealed that most women under their study cited push factors as their major motivation into business. These factors include: frustration, job dissatisfaction, deployment, and boredom in their previous jobs.

**Table 10: Correlations between success factors and success**

		Success Factors	Success
Success Factor	Pearson Correlation	1	.770**
	Sig. (2-tailed)		.000
	N	80	80
Success	Pearson Correlation	.770**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

*Source: Survey data, 2014*

As it is indicated in the table, there is a strong positive correlation between success factors and entrepreneurial success. The correlation was ( $r=.770$ ) which shows the association between the variables was of large effect. Thus the hypothesis stating there is significant relationship between success factors and entrepreneurs’ success is supported.

**Table 11: Correlation of each success factor with success**

Dependent variable	Independent variables												
	SF1	SF2	SF3	SF4	SF5	SF6	SF7	SF8	SF9	SF10	SF11	SF12	SF13
Success	.591**	.618**	.343**	.484**	.355**	.356**	.441**	.469**	.705**	.629**	.560**	.572**	.600**
	.000	.000	.001	.000	.001	.001	.000	.000	.000	.000	.000	.000	.000

*Source: Survey data, 2014*

The table shows us that; ‘Providing good product at competitive price’, ‘Good customer service’, ‘Good decision making ability’, ‘Being optimist for things’ are the most important factors to contribute to success. While ‘Government support’, ‘Access to capital’ and ‘Previous business experience’ are the least.

It could be inferred that success factors of women entrepreneurs was significantly associated with success.

This finding is consistent with the work of Chu et al (2011) stating that; Reputation for honesty, providing good customer services, and having good management skills were reported to be necessary conditions for business success. Friendliness to customers and hard work were also critical for high-performance enterprises.

The research finding by Robichaud et al., (2010) shows that Success factor mentioned as least important by respondents was “Satisfactory government support”.

Masuo et al (2001) in their literature survey found that business success is commonly defined in terms of economic or financial measures which include return on asset, sales, profits, employees and survival rates; and no pecuniary measures, such as customer satisfaction, personal

development and personal achievement. In contrast, in this research customer satisfaction, personal development and personal achievement are assessed to see their association with success.

**Multi co-linearity**

In multiple regression analysis, multi co-linearity refers to the correlation among the independent variables. Statisticians have developed several tests for determining whether multi co-linearity is high enough to cause problems. According to the rule of thumb test, multi co-linearity is a potential problem if the absolute value of the sample correlation coefficient exceeds 0.7 for any two of the independent variables (Anderson, 2008).

Multi Co-linearity between independent variables is checked and found to be insignificant.

**4.4.2 Regression Analysis**

*Table 12: Regression analysis of pull motivational factors and Entrepreneurial success*

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 <sup>a</sup>	.433	.320	.587

a. Predictors: (Constant), Pull motivational factors

b. Dependent Variable: Entrepreneurial success

*Source: Survey data, 2014*

As clearly shown in the table, there is a causal relationship between pull motivational factors and Entrepreneurial success. The value of R<sup>2</sup> is 0.320, which indicates that pull motivational factors can account for 32% of the variation in the Entrepreneurial success.

**Table 13: Regression analysis of push motivational factors and Entrepreneurial success**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.159 <sup>a</sup>	.025	.130	.770

- a. Predictors: (Constant), push motivational factors
- b. Dependent variable: Entrepreneurial success

*Source: Survey data, 2014*

As clearly indicated in the above table, the value of R<sup>2</sup> is 0.13. It tells us that push motivational factors can account for only 13 % of the variation in entrepreneurial success.

**Table 14: Regression analysis of success factors and Entrepreneurial success**

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 <sup>a</sup>	.592	.420	.498

- a. Predictors: (Constant), Success Factors
- b. Dependent variable: Entrepreneurial Success

*Source: Survey data, 2014*

As shown in the table, the value of R<sup>2</sup> is 0.420 which indicates that success factors can account to 42% of the variation on Entrepreneurial success.

**Table 15: Regression analysis of Independent and Dependent variable (Aggregate R<sup>2</sup> of all independent variables)**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 <sup>a</sup>	.627	.870	.483

a. Predictors: (Constant): Success Factors, Push motivational factors, Pull motivational factors

b. Dependent variables: Entrepreneurial Success

*Source: Survey data, 2014*

The table indicates that the value of R<sup>2</sup> is 0.870, which tells us that 87% of the variation for entrepreneurial success is because of the combined variation effect of pull motivational factors, push motivational factors and success factors.

Therefore, the variables under study explain only 87% of the variation for entrepreneurial success. This means the remaining 13% is explained by other variables which are not included here. Other researchers who are interested in this topic can add other variables to minimize the limitation of this study.



**Table 16: Summary of Hypothesis testing**

This sub-topic summarizes each of hypotheses stated in previous chapter. The results are displayed in the table below.

S/n	Hypothesis	Result
1	H1: There is significant difference between motivational factors (pull and push) and success factors in contributing to the success of Women Entrepreneurs.	Fail to reject
2	H2: Entrepreneurs that are mostly motivated by pull factors are more likely to achieve a higher level of success.	Fail to reject
3	H3: Entrepreneurs that are mostly motivated by push factors are more likely to achieve a higher level of success.	Reject
4	H4: There is significant relationship between success factors and entrepreneurs' success.	Fail to reject

*Source: Survey data, 2014*

## **Chapter Five: Summary of Findings, Conclusion and Recommendation**

### **5.1 Summary of major findings**

Both extrinsic and intrinsic factors influence Ethiopian women's decision on starting their entrepreneurial career.

'Need to increase income', 'Need for independence', 'Job security', 'Need for personal achievement', 'To prove I can do' it respectively are perceived as the most influential drivers of women entrepreneurs.

'Inadequate family income', 'Unemployment', 'To accommodate work and home roles', 'Lack of job opportunities', and 'Dissatisfaction with previous job' are rated as most influential drivers. 'Good customer service', 'Good product at competitive price', 'Marketing/sales promotion activity and 'Good management skills' are the most crucial elements for business success.

There is a significant positive correlation ( $r=.658^{**}$ ) between pull motivational factors and entrepreneurial success at  $P < 0.01$ .

There is an insignificant correlation ( $r=0.159$ ) between push motivational factors and entrepreneurial success.

There is a strong positive correlation ( $r=.770$ ) between success factors and entrepreneurial success.

Pull motivational factors can account for 32% of the variation in the Entrepreneurial success.

Push motivational factors can account for only 13 % of the variation in entrepreneurial success.

Success factors can account to 42% of the variation of Entrepreneurial success.

Only 87% of the variation for entrepreneurial success is because of pull motivational factors, push motivational factors and success factors studied in this study.

In general, the main objective of the study was to investigate the relationship between entrepreneurial factors and entrepreneurial success. Based on the analysis of the relationship, the most significant entrepreneurial factor driving a firms' success was distinguished, and the strength of the relationship was also determined. It is found that there is significant effect of pull motivational factors, while there is an insignificant effect of push motivational factors on women entrepreneurship. The significant variation on entrepreneurial success is caused by success factors, pull motivational factors and push motivational factors in this order.

## **5.2 Conclusion**

In order to find out the factors influencing the women to become entrepreneurs 20 attributes that can influence their decision were identified. These include Need for independence,” Need for a challenge, To be able to use past experience and training, Need for personal achievement, To increase income, To provide jobs to family members, To prove I can do it, Job security, Role models and other people’s influence and To develop a hobby” which are grouped under pull motivational factors while “Unemployment, Redundancy, Inadequate family income, Dissatisfaction with previous job, Need to accommodate work and home roles, Peer pressure, fear of loss of job, Strict working hours, Lack of job opportunities and No other choice” are grouped under push motivational factors.

This paper investigates which motivational factors are stronger in driving women entrepreneurs to become entrepreneurs.

- Pull motivational factors are chosen as primary drivers.
- Push motivational factors are perceived to have little influence on women entrepreneurs to decide to own a business compared to pull motivational factors.

- Pull motivational factors have a significant correlation with entrepreneurial success.
- Push motivational factors have a marginal effect on women entrepreneurs to make them decide to own a business and also to be successful.
- Success factors have a significant correlation with entrepreneurial success.

### **5.3 Recommendation**

Based on the findings and the conclusions made before, the following recommendations are provided.

As revealed by the research results, most of the entrepreneurs are successful because they provide good product at competitive price and good customer service, they have good decision making ability and management skills, and they are optimist for things. It is recommended for them to maintain and improve these qualities to stay successful.

Satisfactory government support is identified as one of the factors of success. But it is found to be the least in contributing for success of entrepreneurs under study. Government should recognize its importance and play an important role in providing support in any form.

There are some women entrepreneurs who rated themselves as unsuccessful. These Women entrepreneurs should work to provide good products at a competitive price, good customer service, good sales and marketing promotion, and should work hard, among other things, to be successful and to meet or exceed their expectations.

The successful women entrepreneurs should support those who are not achieving their expectation including financially, consultation, experience sharing as they are working as association dreaming higher.

#### **5.4 Future Research Directions**

This study considers entrepreneurs in only one Association (AWEP). Further research can be undertaken to include other associations to increase its external validity and reliability. It is also recommended that the findings of this study be validated with a large-scale randomly selected target population. Other researchers can also see the effect of demographic variables on entrepreneurial success. It is also interesting to compare between men and women entrepreneurs regarding their motivational and success factors using comprehensive framework developed.

It can be further studied by adding other variables under each independent variable i.e. pull motivational factors, Push motivational factors and Success factors to best explain Entrepreneurial success. By this research only 87% of the variation for entrepreneurial success is caused by the variation in combination of pull motivational factors, push motivational factors and success factors.

“WHEN WOMAN MOVES FORWARD, THE FAMILY MOVES, THE VILLAGE MOVES AND THE COUNTRY MOVES”.  
Pandit Jawaharlal Nehru

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**Addis Ababa University**  
**College of Business and Economics**  
**MBA Program**  
**Questionnaire for Women Entrepreneurs**

Dear respondents,

My name is Belaynesh Moges. I am a graduate student at the Addis Ababa University studying for the Master of Business Administration (MBA) degree. I am conducting a research on the topic: *The relationship of Motivational and Success factors with Success regarding Women Entrepreneurs* in Addis Ababa using AWEF Ethiopia members as a target population in order to fulfill the partial requirement for the MBA degree. This questionnaire is, therefore, designed to collect data for this purpose.

The information you provide will be used only for academic purposes and there is *no* need to write your name. To indicate your answer please put a *tick mark* (✓) in the appropriate box for *part one* and *part 5*. For *part two, three, four* and *five* please use the following *scale*, and *circle* the number under the letter of your choices.

5= Strongly Agree (SA)

4= Agree (A)

3= Mildly Agree (MA)

2= Disagree (D)

1= Strongly Disagree (SD)

Thank you very much indeed for your kind cooperation and for taking your time to complete this questionnaire.

Sincerely,

Belaynesh Moges

**Part one: Respondent profile**

- 1- Age  
20-30  30-35  35-40  40-50  Above 50
- 2- Education  
Below high school  High school  College diploma   
First degree  Graduate degree  Please specify, \_\_\_\_\_
- 3- Marital status  
Married  Unmarried
- 4- Do you have any children? Yes  No
- 5- If yes to question number 4, how many? \_\_\_\_\_
- 6- Do you have other dependents? Yes  No
- 7- If yes to question number 6, how many? \_\_\_\_\_
- 8- Do you have work experience before you became an entrepreneur?  
Yes  No
- 9- If yes to question number 8, how many years? \_\_\_\_\_
- 10-Number of years as an entrepreneur  
1-5  6-10  11-15  16-20  21-25  Above 25
- 11- Do you think you are a successful Entrepreneur? Yes  No
- 12- Working hours per week.  
20- 30  31-40  41-50  51-60  Above 60

## Part Two: Pull motivational factors

S. No.	Description of items	SA	A	MA	D	SD
1	I was motivated by need for independence.	5	4	3	2	1
2	Need for a challenge was my motivator	5	4	3	2	1
3	To be able to use past experience and training was my motivator	5	4	3	2	1
4	Need for personal achievement motivated me	5	4	3	2	1
5	I was motivated to increase my income	5	4	3	2	1
6	I was motivated to provide jobs to family members	5	4	3	2	1
7	I became Entrepreneur to prove that i can do it	5	4	3	2	1
8	My motivator was job security	5	4	3	2	1
9	Role models and other people's influence was my motivator	5	4	3	2	1
10	I was motivated by my potential to develop a hobby	5	4	3	2	1

## Part Three: Push Motivational Factors

S. No.	Description of items	SA	A	MA	D	SD
1	Unemployment was my motivator	5	4	3	2	1
2	Redundancy motivated me	5	4	3	2	1
3	There was inadequate family income	5	4	3	2	1
4	I was dissatisfied with my previous job	5	4	3	2	1
5	I was needed to accommodate work and home roles	5	4	3	2	1
6	Peer pressure was my motivator	5	4	3	2	1
7	Fear of loss of job motivated me to be an Entrepreneur	5	4	3	2	1
8	Strict working hours	5	4	3	2	1
9	Lack of job opportunities	5	4	3	2	1
10	No other choice	5	4	3	2	1

#### Part Four: Success factors

S. No.	Description of items	SA	A	MA	D	SD
1	I have good management skills	5	4	3	2	1
2	My decision making ability is high	5	4	3	2	1
3	I get satisfactory government support	5	4	3	2	1
4	I have appropriate training	5	4	3	2	1
5	I have access to capital	5	4	3	2	1
6	My previous business experience	5	4	3	2	1
7	I get support of family and friends	5	4	3	2	1
8	Marketing/sales promotion activity	5	4	3	2	1
9	I offer good product at competitive price	5	4	3	2	1
10	I provide good customer service	5	4	3	2	1
11	I am hard working	5	4	3	2	1
12	I am good at managing risk	5	4	3	2	1
13	I am optimist for things	5	4	3	2	1

#### Part Five: Success

S. no	Description of items	SA	A	MA	D	SD
1	Increasing number of employees	5	4	3	2	1
2	High sales/Revenue	5	4	3	2	1
3	Attractive profit	5	4	3	2	1
4	High growth rate	5	4	3	2	1

➤ How would you describe your business success?

Very successful  Successful  Average  Below Average

➤ How well have your success met your expectation?

More than I expected  Met my expectations   
Somewhat met my expectations  Did not meet my expectations