

MOTIVATION FACTORS FOR WOMEN TO BECOME AN ENTREPRENEUR AND CONTRIBUTE TO SOCIAL INNOVATION

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ABSTRACT

This paper attempts to examine the motivational factors attached to women to become entrepreneurs and contribute to social innovation related to small and medium enterprises (SMEs) particularly in Melaka. The need theory was used as a theoretical framework to study the motivation of women to become an entrepreneur and contribute to social innovation. A survey research design involving the use of questionnaires and structured interviews was adopted to obtain primary data. There are 200 women entrepreneurs currently engaged in their businesses in Melaka. This study concludes that women entrepreneurs are motivated by a high need for achievement, a slight high need for power and a moderate need for affiliation. The paper also sheds some light to women entrepreneurship in emerging economies and recommends having more initiatives to encourage and develop women entrepreneurs to contribute to social innovation for the success of Malaysia's economy.

KATA KUNCI: *Entrepreneur, social innovation, need theory, emerging economies*

1.0 INTRODUCTION

The number of women entrepreneurs is on the rise. The recent research by the Global Entrepreneurship Monitor (GEM) shows that women entrepreneurial activity is up 10% and 163 million women were starting business across 74 economies worldwide, while 111 million were running established businesses (Kelly et al., 2017). Furthermore, based on the Kauffman Index, 230 out of every 100,000 women became entrepreneurs each month in 2017 (Fairlie, Cruz, Morelix, & Traque, 2017). In Malaysia, the number of women entrepreneurs has also risen over the years, due to the government's supports and initiatives. For instance, according to the Malaysian Statistics Department, in 2017, one in five

companies in Malaysia are owned by women and opened an average of 10,000 companies annually within five years (Department of Statistic Malaysia, 2019). Thus, without any doubt, women entrepreneurs are not only contributors to economic growth, but also to the social innovation. This is because providing the “new solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need and lead to new or improved capabilities and better use of assets and resources” (The Young Foundation, 2012) in the entrepreneurial activity also can be considered as social innovation. Furthermore, Pol & Ville (2009) posited that social innovation comprises all innovations that meet a social need, including business innovation.

In Malaysia, even though the numbers of women entrepreneurs shows an increase over the years, men are still dominant in entrepreneurship. One of the reasons that may cause this is the need and motivation that drive women to become entrepreneurs and contribute to economic growth. This is because women’s needs and characteristics are always unique compared to men when venturing in entrepreneurial activity. For instance, men are much more willing to take risks than women and generally have an easier time making decisions (Shmailan, 2016). However, there are few studies involving women entrepreneurs such as motivational factors that attract women to participate in entrepreneurship and contribute to social innovation, especially based on the need theory. Thus, in this study, we applied McClelland’s theory of needs which include achievement, affiliation, and power.

In the study of entrepreneurship, one recurring area of interest is what motivates individuals to become entrepreneurs (Fatoki, 2010). Furthermore, the motivation to become an entrepreneur can also lead an individual to become successful entrepreneurs (Mahto & McDowell, 2018). Motivation contributes significantly to the performance and sustainability of an enterprise (Nhemachena & Murimbika, 2018). Therefore, understanding the reasons why women decide to become an entrepreneur and contribute to social innovation is also important for the promotion of entrepreneurship in Malaysia, especially in SMEs that play a vital role and is considered as the backbone of the economy.

Given the above, an attempt was made to study the motivational factors that motivate women to become an entrepreneur and contribute to social innovation with the following objectives:

- To study the socio-economic demographic profiles of SMEs women entrepreneurs in Melaka.
- To know economic activities or sectors carried out by women entrepreneurs in Melaka.
- To investigate the relationship between motivational factors that influence women to become entrepreneurs and contribute to social innovation.

2.0 THE NEED THEORY

The need theory, or also known as the three needs theory, was proposed by psychologist David McClelland in his 1961 book, 'The Achieving Society'. The three needs that he identified were the need for achievement, need for affiliation, and need for power. These motivators are not inherent, it can be developed through culture and life experience.

2.1 Need for Achievement (N-Ach)

Based on McClelland, people with a high need for achievement will do their best or exert more effort to pursue excellence in their life. Several studies found that there is a positive relationship between need for achievement with the entrepreneur's efforts, including efforts in supporting new business creation, new business models and new value creation (Sibin, Matthews, & Dagher, 2007). This need for achievement is considered as the drive of a person to succeed and can be defined as having a desire and ambition to be a successful entrepreneur (Karabulut, 2016). A study by McClelland identified that a person who has high N-Ach is "more self-confident, enjoys taking carefully calculated risks, researches his environment actively, and is very much interested in concrete measures of how well he is doing" (McClelland, 1965). The super competitive business world brings many challenges to entrepreneurs. This situation encourages individuals to perceive entrepreneurship as a N-Ach to sustain their business. Therefore, N-Ach has been used in most literature and has consistently been shown to be the main factor for entrepreneurial success (Rybnicek, Bergner, & Gutschelhofer, 2019; Sibin et al., 2007; van der Zwan et al., 2016). Thus, the first hypothesis proposed for this study is:

H_1 : There is a significant relationship between N-Ach and for women to be an entrepreneur and contribute to social innovation.

2.2 Need for Affiliation (N-Aff)

The concept of affiliation, (from the Latin “affiatio”) can be defined as acceptance or also a friendly, accepting, open, or social behavior characterized by seeking the presence of others and having interest in cooperation, communication and social contacts (Gulati et al., 2016). Based on McClelland theory, N-Aff can be defined as “the desire to establish and maintain many rewarding interpersonal relationships” (McClelland, 1965). People with high N-Aff are more likely to develop the necessary support network critical to the start-up. Moreover, high N-Aff also leads to more effective leadership (Steinmann, Ötting, & Maier, 2016) in managing and leading a team. It is essential to have N-Aff to motivate the subordinates and build a harmonious relationship with other people. Therefore, the second hypothesis in this study is as follows:

H₂: There is a significant relationship between the N-Aff and for women to be an entrepreneur and contribute to social innovation.

2.3 Need for Power (N-Pow)

Some person are motivated when given more power or authority. This N-Pow is a necessity for control over another person to influence their behavior. Successful entrepreneurs who have high N-Pow indicates that they know what they want and how to influence others to achieve their goals (Ismail, Zain, & Zulihar, 2015). People with high N-Pow are able to exercise their power for their own sake – for instance, to derive satisfaction from dealing with people who depend on them. Individuals who are motivated by the need to exert impact strive to influence events and other people (Kocur & Mandal, 2018). Therefore, the third hypothesis in this study is as follows:

H₃: There is a significant relationship between the N-Pow and for women to be an entrepreneur and contribute to social innovation.

3.0 METHODS AND DATA COLLECTION

For this study, we operationally defined motivation as the factors that stimulate or influence women to become entrepreneurs. It posits that the intention of women to choose entrepreneurship may be affected by several factors such as needs, wants, habits, beliefs, and values that someone perceives. In this study,

we use the three need theory introduced by David McClelland in 1961. The needs are N-Ach, N-Aff, and N-Pow. In line with this definition, we present the following theoretical framework as depicted in Figure 1.

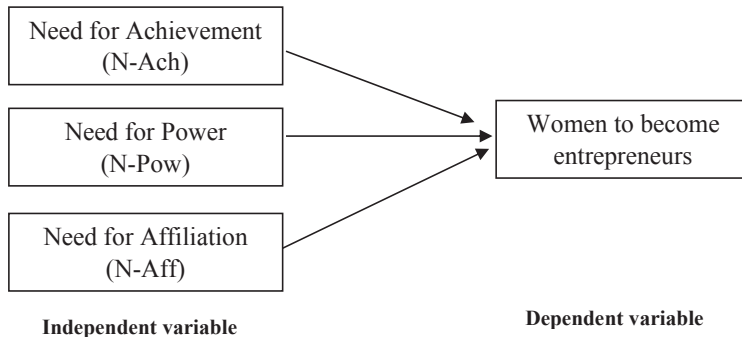


Figure 1: Theoretical Framework

This study was conducted in Melaka. A quantitative approach was used that involved sequential data collection through a questionnaire survey. The questionnaires were developed using nominal scaling and Likert scale. All the items were measured using a five-point Likert scale ranging from "Strongly Disagree" to 5 "Strongly Agree". A total of 200 women entrepreneurs were selected via purposive random sampling to become the sample of this study. Most of the list of women entrepreneurs were gathered from Amanah Ikhtiar Malaysia (AIM), the Ministry of Women, Family and Community Development (KPWKM) and SME Corporation Malaysia, Melaka. 50 questionnaires were collected through mail survey and 150 questionnaires were given by hand to the owner of the SMEs to complete. The Cronbach's alpha was 0.881 to indicate the reliability of the survey instrument. This is because a Cronbach's Alpha value of more than 0.7 indicates the research questionnaires is reliable (Saunders, Lewis, & Thornhill, 2008).

4.0 RESULTS AND DISCUSSION

Table 1: Detail Sector of Women Entrepreneur

No.	Types of sector/ business		
	Sector	No of respondents	Percentage
1.	Services	47	23.5
2.	Food and Beverages	27	13.5
3	Manufacturing	17	8.5
4.	Restaurants	19	9.5
5.	Clothing	21	10.5
6.	Retailing	21	10.5
7.	Healthcare	30	15.0
8.	Others	18	9.0
Total		200	200

4.1 Types of the sector

Among 200 enterprises run by women, the majority of the women entrepreneurs (23%) or 47 people are in the service sector, 30 respondents (15%) are in the healthcare sector, 27 respondents (13.5%) are in the food and beverages sector, 21 respondents (10.5%) are in both clothing and retailing sector each, 17 respondents (8.5%) in the manufacturing sector and 18 respondents (9.0%) are in other sectors (see Table 1).

4.2 Demographic factors

In the present study, the majority of the women entrepreneurs are relatively educated, matured and have working experience before they became an entrepreneur. Most of them were in a group of 31 to 40 years. According to the Wall Street Journal, people over 35 are more likely to start a business (Schramm, 2019). While a study by the Kauffman Foundation revealed that the average entrepreneurs is 39 when she or he starts a company (Caroline Castrillon, 2019).

Regarding race and background, the majority of this study participants were Malay. Most of the women entrepreneurs (84%) were graduates who had bachelor's degree. Twenty-six respondents (15.5%) had a post-graduate degree (master/Ph.D.), 55 respondents (27.5%) had Sijil Tinggi Pelajaran Malaysia (STPM) or Diploma, 27 respondents (13.5%) only had secondary education and three respondents (1.5%) only had primary education (Figure 2). In the

wake of the growing importance of education, in this study, more than half of the respondents, which are 115 women entrepreneurs have a bachelor's degree and above.

Table 2: Demographic Factors

Demographic factors	No of respondents	Percentage (%)
Age:		
25 – 30	51	25.5
31 – 40	89	44.5
41 – 50	35	17.5
Above 50	25	12.5
Education level:		
Primary School	3	1.5
Secondary School	27	13.5
Bachelor Degree	84	27.5
Post Graduate	31	15.5
Work experience:		
Yes	145	72.5
No	55	27.5
Training received:		
Yes	152	76.0
No	48	24.0
Race:		
Malay	106	53.0
Chinese	51	25.5
Indian	37	18.5
Others	6	3.0
Marital status:		
Single	80	40.0
Married	106	53.0
Widowed	14	7.0

This indicates that a knowledge-based education enables the change in the role of women from a homemaker to a job maker or entrepreneurs. When a woman receives education, a whole generation is educated. Education enhances knowledge which enables access to resources and opportunities (Shetty & Hans, 2019).

4.3 Factors motivating women to become entrepreneurs

To discover the motivation factors for women to become entrepreneurs, 21 attributes were developed based on the three need theory. Seven attributes or questions were developed for each need. Table 3 illustrates the extent to which women entrepreneurs manifested their needs for achievement, affiliation, and power.

Table 3: The Manifest Needs of Women Entrepreneurs

The Three Need Theory	Mean Scores
<i>Need for achievement (N-Ach)</i>	
(Q1) Always perform better than co-worker	6.0
(Q2) Self-starter and competition increase the desire to succeed	6.2
(Q3) Take moderate risks and always ahead in work	6.4
(Q4) Seek added responsibilities in the job	6.1
(Q5) Try hard to always improve my work and performance	5.6
(Q6) Prefer to take challenges in decision making	6.1
(Q7) Enjoy working in a difficult situation	6.0
Average	6.1
<i>Need for affiliation (N-Aff)</i>	
(Q1) Prefer work in a group instead of by myself	4.7
(Q2) The relationship at work is important	4.9
(Q3) More active when working in a group	4.2
(Q4) Express the disagreement with others openly	4.1
(Q5) Pay attention to the feeling of others at work	4.4
(Q6) Prefer to do my work and others do theirs	5.0
(Q7) Can talk to others about non-business related matters	4.4
Average	4.5
<i>Need for power (N-Pow)</i>	
(Q1) Seek an active role in the leadership of a group	5.0
(Q2) Prefer to be a leader rather than a worker	5.6
(Q3) Having position can gain the respect of others	5.4
(Q4) Try my best to work alone on a job	5.0
(Q5) Believe that all gender should be treated equally	5.2
(Q6) Prefer to make own decision	5.4
(Q7) Strive to gain more control over the events at work	5.1
Average	5.2

4.3.1 *Need for achievement (N-Ach)*

Based on Table 3, women entrepreneurs scored slightly high in the achievement motive. For instance, the mean of five points and above for all seven questions in the N-Ach in which the average is 6.1 points. The contribution of women to Malaysia's economic growth has increased and the number of women entrepreneurs is on the rise, thus, it is not surprising that women have an above-average achievement motive. This is consistent with past entrepreneurial literature, which proposed that women entrepreneurs tend to have a higher N-Ach. For instance, Aramand (2013) posited that the N-Ach plays a major role in motivating women to become entrepreneurs.

There are several reasons why individuals with a high N-Ach may be motivated to become an entrepreneur and contribute to social innovation. In a profession of entrepreneurship that normally is dominated by males, women entrepreneurs

also work hard to prove that they also perform well as entrepreneurs. Second, in self-employment or as the owner of a business, women entrepreneurs can monitor their performance and challenge themselves. Lastly, the government also encourages entrepreneurship to an increasing number of women in the workforce by providing entrepreneurial opportunities, the possibility of flexible working conditions and reducing the gap of gender inequality to become an entrepreneur and contribute to social innovation.

4.3.2 *Need for affiliation (N-Aff)*

In this study, however, women entrepreneurs scored moderately for the N-Aff. For instance, most of the questions in the N-Aff indicated a mean of four points and the average for all seven questions was 4.5. These results indicated that people with entrepreneurial interest enjoy interacting with other people and build a relationship, but they are not emotionally dependent on them (Decker, Calo, & Weer, 2012). Moderate affiliation motivation does not mean that women entrepreneurs are lacking in social skills. These skills are important for entrepreneurial success because as an entrepreneur, they need to communicate and convince others or persuade an investor to invest in their business. However, it seems that the need is adequate for women entrepreneurs and they are more focused on their business. On the other hand, as an entrepreneur and manager, they have to avoid conflict and become too affiliative because it may result in ineffective management. Moderate N-Aff makes it easier for entrepreneurs to correct and direct their workers, which is good for the leader (Steinmann et al., 2016).

4.3.3 *Need for power (N-Pow)*

From this study, women entrepreneurs scored moderately high for the N-Pow after the N-Ach. N-Pow is commonly associated with the role of an entrepreneur to influence others' behavior as a personal wish. In other words, it is desirable to have control over others and to be influential (Jain, 2012). Thus, this need is important for women entrepreneur to make sure their views and ideas should dominate and make them to lead. On the other hand, from being a perfect mother to running a business, women entrepreneurs also need slightly high N-Pow to balance their work and family roles. Entrepreneurs are trendsetters and not followers. Therefore, N-Pow is assumed as a leadership role where someone has access to power and influence over others. High N-Pow reflects the attainment of high social status and to earn respect from others.

4.4 Relationship between the motivational factors and for women to become entrepreneurs

To investigate the relationship between motivational factors (independent variables) and becoming an entrepreneur among women, a hypothesis and correlation test was conducted. Analyses were run based on the three main components of the need theory and the overall results are shown below.

Hypothesis 1

H_0 : There is no significant relationship between the N-Ach and for a women to become an entrepreneur and contribute to social innovation.

H_1 : There is a significant relationship between the N-Ach and for a women to become an entrepreneur and contribute to social innovation.

The result shows the Pearson’s r value is 0.325. While the Sig (2-tailed) value is 0.000. This results indicates is less than 0.05. The correlation is significant at 0.01. This result indicates that a moderate level of N-Ach score is associated with a moderate level to become an entrepreneur and contribute to social innovation among women. This means that changes in the N-Ach are moderately highly correlated with changes in the motivation to become an entrepreneur and contribute to social innovation among women. The result revealed a significant and positive relationship ($r=0.325, p<0.05, N=200$). Therefore, we reject the null hypothesis and accept the alternative hypothesis (Table 4).

Table 4: Correlation of Need for Achievement

		Need for achievement	Motivation to be an entrepreneur and contribute to social innovation
Need for achievement	Pearson	1	.325**
	Correlation Sig. (2-tailed)		.000
	N	200	200
Motivation to be an entrepreneur among women and contribute to social innonation	Pearson	.325**	1
	Correlation Sig. (2-tailed)	.000	
	N	200	200

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

Hypothesis 2

H_0 : There is no significant relationship between the N-Aff and for a women to become an entrepreneur and contribute to social innovation.

H_1 : There is a significant relationship between the N-Aff and for a women to become an entrepreneur and contribute to social innovation.

Table 5: Correlation of Need for Affiliation

		Need for achievement	Motivation to be an entrepreneur and contribute to social innovation
Need for affiliation	Pearson Correlation Sig. (2-tailed) N	1 200	.287** .000 200
Motivation to be an entrepreneur among women and contribute to social innovation	Pearson Correlation Sig. (2-tailed) N	.287** .000 200	1 200

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

Based on Table 5, the results show that Pearson’s r value is 0.287. While the Sig (2-Tailed) value is 0.000. This value is less than 0.05. The correlation is significant at 0.01. This result indicates that the lowest level of N-Aff had score that are associated with lower level of women becoming an entrepreneur. The results revealed that a weak positive relationship exists between the N-Aff and for women to become an entrepreneur and contribute to social innovation. We reject the null hypothesis and accept the alternative hypothesis.

Table 6: Correlation of Need for Power

		Need for achievement	Motivation to be an entrepreneur and contribute to social innovation
Need for affiliation	Pearson Correlation Sig. (2-tailed) N	1 200	.312** .000 200
Motivation to be an entrepreneur among women and contribute to social innovation	Pearson Correlation Sig. (2-tailed) N	.312** .000 200	1 200

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

Hypothesis 3

H_0 : There is no significant relationship between the N-Pow and for a women to become an entrepreneur and contribute to social innovation.

H_1 : There is a significant relationship between the N-Pow and for a women to become an entrepreneur and contribute to social innovation.

For the last hypothesis, results (Table 6) show that Pearson’s r value is 0.312. While the Sig. (2-Tailed) value is 0.000. This value is less than 0.05 and correlation is significant at the 0.01. This result indicates that a moderate level of N-Pow score is associated with a women becoming an entrepreneur. This means that changes in the N-Pow are moderated correlated with changes in the motivation for women to become entrepreneurs. The result (Table 6) revealed a significant moderate positive relationship ($r=0.312$, $p < 0.05$, $N=200$). Thus, we reject the null hypothesis and accept the alternative hypothesis.

Table 6: Correlation of Need for Affiliation

		Need for achievement	Motivation to be an entrepreneur
Need for achievement	Pearson Correlation Sig. (2-tailed) N	1 200	.287** .000 200
Motivation to be an entrepreneur among women	Pearson Correlation Sig. (2-tailed) N	.287** .000 200	1 200

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

Based on the correction analysis, it shows that all three variables (N-Ach, N-Aff and N-Pow) have a relationship with the dependent variable (motivation to become an entrepreneur and contribute to social innovation). Two variables (N-Ach and N-Pow) indicate moderately high correlation while N-Aff is moderately high correlated with changes in the motivation for women to become entrepreneurs. Based on this study, we rejected all three null hypotheses and accept all three alternative hypotheses.

4.5 The biggest factor that motivates women to become an entrepreneur and contribute to social innovation.

Regression analysis was conducted to identify the biggest factor that motivates women entrepreneur in Melaka to become entrepreneurs. The results revealed that N-Ach (Beta=0.325, $t = p < 0.05$), N-Aff (Beta=0.287, $p < 0.05$) and N-Pow (Beta=0.312, $p < 0.05$) were significant factors for women to become entrepreneurs. Among the three independent variables, the N-Ach was the biggest motivating factor for women to become entrepreneurs in Melaka.

5.0 CONCLUSION

Overall, it can be concluded that the proposed objectives have been achieved. The first objective was to study the socio-economic demographic profiles of SME women entrepreneurs in Melaka. The findings revealed that the majority of the women entrepreneurs are relatively educated, matured and have working experiences before they become an entrepreneur and contribute to social innovation. Most of them were in a group of 31 to 40 years old and have a bachelor's degree. Most of the women entrepreneurs have working experiences and received training before they become an entrepreneur and contribute to social innovation. This indicates that knowledge-based education enables the change in the role of women from homemaker to job maker or entrepreneurs.

The second objective of this research was to know the economic activities or sectors of women entrepreneurs in Melaka. In line with the New Economic Model introduced by the government in 2010, Malaysian women are strongly encouraged to venture into the service industry and knowledge-based activities such as communications, education, tourism, green technology and information and communications technology (Wendy Ming Yen & Chong, 2014).

Lastly, the third objective of this study to investigate the motivational factors that influence the women to become an entrepreneur and contribute to social innovation in Melaka. The researchers hypothesized that every independent variable (N-Ach, N-Aff, and N-Pow) will have a significant relationship with the dependent variable to become an entrepreneur and contribute to social innovation.

Out of these three hypotheses, all independent variables were found to be significantly related to the women to become an entrepreneur and contribute to social innovation in Melaka. N-Ach indicated slightly high correlated and N-Pow was moderately highly correlated. However, women entrepreneurs scored moderate correlation for the N-Aff. These results indicate that women entrepreneurs in Melaka enjoy interacting with other people and build relationship, but they not emotionally dependent on them. In our opinion, one of the reasons maybe that they want to balance the relationship with others because they are a housewife and at the same time are running a business. Furthermore, the moderate N-Aff is a good characteristic for a leader (Steinmann et al., 2016). Among the three independent variables, the N-Ach is the biggest motivating factor for women to become entrepreneurs in Melaka.

The role of women entrepreneurs in economic development is inevitable. Women entrepreneurs make a significant impact on the economy not only in their ability to create jobs for themselves but also in creating jobs for others. Therefore, although some efforts have been made by the government and/ or private sectors to enhance the participation of women in entrepreneurship, appropriate strategies, policy, financial schemed, training as well as skills development and support system can be formulated further to achieve 35% of Malaysia women in business by 2020.

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