

Women Entrepreneur Success Through Women Empowerment: An Approach of Motivational Need Theory

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Abstract

The major aim of this study is to analyze the key factors contributing to women's entrepreneurial success in Pakistan. Based on motivational need theory this study has three independent variables, family & social support, need for achievement, and creativity & innovation; while women's entrepreneurial success is the dependent variable of the study. Women empowerment has a critical role in women's professional life. Therefore, women's empowerment is taken as the moderator in this study. The sample of the study is based on 193 businesswomen in Pakistan. The data is gathered through a Questionnaire, which is analyzed on SPSS. The results of regression analysis show that all the hypotheses are accepted. However, family & social support has a high influence among all the independent variables on women's entrepreneurial success. This study strengthens the current literature regarding women's entrepreneurship, as well as gives beneficial insights into the society of Pakistan to enhance women's entrepreneurial success. Further study should explore other determinants of women's entrepreneurial success, and also used a large sample to get more generalized results.

Keywords: Women Entrepreneur, Women Empowerment, Motivation

1. Introduction

Entrepreneurship is a topic of higher attention in the modern period as its position has been accepted globally, as investment in renewable energy, health factors, culture and technological innovation influence businesses (Iorember et al., [2022](#); Jiakui et al., [2023](#); Mubeen et al., [2021](#); Su et al., [2021](#)). It is a procedure of formation of novel business by fronting all the challenges rooted in the generation of revenue, of business firms by taking caring of workers health, wellbeing and productivity in crisis times (Abbas et al., [2022](#); Hafeez et al., [2023](#); Micah et al., [2023](#); Peter et al.

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[2017](#)). In the pandemic crisis, food security, food packing and gender role had been crucial for organizations for business growth (Moradi et al., [2021](#); Su et al., [2022](#); Su et al., [2021](#); Zafar et al., [2022](#); Zhuang et al., [2022](#)). It contains no biasness for gender (Laudano et al., 2019). It is a procedure that includes a set of actions in which a person avails the existing opportunities to generate value for himself as well as for the whole nation (Jafari-Sadeghi, [2020](#)).

Given the high significance for the creation of new businesses and as well as the trend of innovations in business played an important role in economic sustainability (Liu et al. [2022](#); Yu et al., [2022](#); Zhang et al., [2022](#)). Thus, ventures and businesses help achieve sustainable development (Basit et al., [2020](#)). This gives a push to an enhanced number of entrepreneurs in the business industry, as well as a reason for an increasing number of female entrepreneurs (Abbas et al. 2020; Aqeel et al. [2022](#); Li et al., [2022](#); Schmidt et al., [2022](#)). Research shows that female entrepreneurs significantly contributed to economic development, and business success, as they have proved management skills in pandemic times to take care of employees' health to get business productivity (Al Halbusi et al., [2022](#); Asad et al., [2017](#); Azadi et al., [2021](#); Mubeen et al., [2021](#); Zeidabadi et al., 2022). This enhanced academics' attention to female entrepreneurship (Chatterjee et al., [2019](#)).

Some other studies supported that women's entrepreneurship has a major contribution to economic growth amid pandemic challenges to safeguard works health (Aqeel et al., [2021](#); Aqeel et al., [2021](#); Azhar et al., [2018](#); Geng et al., [2022](#); Li et al., [2021](#)). Entrepreneurial activities are helpful for jobs creation, and money rotation (Aman et al., [2022](#); Rahmat et al., [2022](#); Wang et al., [2021](#); Yao et al., [2022](#); Zhou et al., [2021](#)). It also help in implementing technology as well as innovation in the business industry (Amrita et al., [2018](#); Chatterjee et al., [2019](#)). Therefore, there is a high demand for research is existed in the field of women's entrepreneurship to analyze its benefits and challenges in the business industry (Hussain et al., [2019](#); Jaffar et al., [2019](#); Mamirkulova et al., 2020; Mubeen et al., [2020](#)). However, this research focused on the importance of women's entrepreneurship that influence business activities (Abaalzatamat et al., [2021](#); Al-Sulaiti & Almwajeh, [2007](#); Al Sulaiti et al., [2005](#); Sulaiti et al., [2006](#)). This papers tried to find different factors that support women's entrepreneurship in Pakistan.

Based on motivational need theory this study finds three factors that motivate a woman to enter the field of business, these factors are the following: Personal and social support, need for achievement, creation, and innovation (Al-Sulaiti, [2007](#); Al-Sulaiti et al., [2021](#); Al-Sulaiti & Baker, [1997](#); Khattak et al. [2013](#); Malik et al., [2017](#)). These are independent variables of the study, that put a significant impact on the dependent variable which is women's entrepreneurial success, while women's empowerment is taken as a moderator amongst the relationship of all independent and dependent variables.

Research shows that any growing economy can't deny the role of women's entrepreneurship in the business industry (Chatterjee et al., [2019](#)). Current reports have delivered more information on women-run enterprises (Ali & Irfan [2020](#); Naveed et al., [2019](#); Shahzad et al., [2019](#); Zhu et al., [2021](#)). In 2019/2020, an estimated 183 million females contributed in running their businesses whereas, about 131 million females were working in already established businesses crosswise 74 states of the world ("Women's Entrepreneurship 2019/2020 Report", 2020; American Express, 2020).

Previews study have specified that entrepreneurship & innovation management is commanding for long-term growth & development (Amrita et al., [2018](#)). Thus, it is important to know about the factors that back up women's entrepreneurship. For this purpose, research took the support of motivational need theory to analyze the key motivators that help a woman become a successful entrepreneur.

The researcher finds a gap from past studies, that the literature on women entrepreneurship linked

to innovation has a huge space to explore, as well as to find out the key motivators is also required in future studies (Chatterjee et al., [2019](#)). Therefore, this study focuses on key motivators based on motivational need theory to enhance women's entrepreneurship while women's empowerment took as a moderator. So, this study aims to analyze the impact of three motivators personal & social support, need for achievement, and creativity & innovation on the success of women's entrepreneurship. While exploring the role of women empowerment as a moderator. Based on the research aims, this study developed the following research questions:

- How to achieve women's entrepreneurial success through personal and social support?
- How to achieve women's entrepreneurial success through the need for achievement?
- How to achieve women's entrepreneurial success through Creativity & innovation?
- Is women empowerment having a moderating impact on the relationship of personal & social support, need for achievement, creativity & innovation with women's entrepreneurial success?

To answer these questions, and to achieve the study objectives current research gathered data from female entrepreneurs in Pakistan. Primary data is used to analyze the results, and the data is gathered through the survey questionnaire technique. This technique is used to authenticate the results given by the respondents. After that data will be analyzed through regression analysis done on SPSS's recent available software.

The study has practical implications for all female entrepreneurs to be successful in the business field. This research also contributed to the existing literature linked to women's entrepreneurship and strengthen the available information about this topic.

2. Theoretical Framework & Hypotheses

Entrepreneurship is a concept of more significant concern in the contemporary era as its importance is recognized globally (Asad et al., [2020](#); Badar & Irfan, [2018](#); Irfan, [2021](#); Zhang et al., [2013](#)). Entrepreneurship is a procedure of the formation of a new business by fronting all the challenges surrounding the generation of revenue. Another study mentioned that Entrepreneurship is a procedure that includes a set of actions encountered by individuals availing the available opportunities and creating value. On the other hand, a woman entrepreneur is well-defined as a female who utilizes her abilities, knowledge, resources, and skills to start a new venture. In this way, females have to encounter all the challenges that existed in fulfilling their domestic needs and achieving financial freedom through involving in entrepreneurial actions (Amrita et al., [2018](#)).

At the global level, the perspective of women's entrepreneurship has achieved extreme importance (Gupta & Mirchandani, [2018](#)). Facts show that women in Pakistan have the lowest rate of participation in economic actions. In Pakistan, females are 49 percent of the whole population, and the majority of them are dependent on their male persons, and usually are unemployed. The concept of entrepreneurship is usually only linked to men in Pakistan (Asif et al., [2015](#)). Therefore, there is great importance of key motivators which enhance the entrepreneurial participation of females in Pakistan and make the entrepreneurial journey for females successful. In this regard, the following study put efforts to identify some main motivators that contributed to women's entrepreneurial success.

2.1 Family & social support, and women's entrepreneurial success

The family has a critical role in women's life, research shows that family issues has put a serious impact on women's entrepreneurial growth (Laudano et al., [2019](#)). Contrarily, one research by (Constantinidis et al., [2019](#)) found that family also has a significant role in pushing females toward entrepreneurship. It is also expressed that most of the entrepreneurial decisions of women are the

result of their needs, and duties, not their free choice or individual preferences (Welsh & Kaciak, [2019](#)). In psychology entrepreneurial activities are directly linked with human behavior and attitudes (Welsh & Kaciak, [2019](#)). Society has a major role in building human nature, behavior, and attitude. Research puts high emphasis on the role of society in shaping women attitude towards business (Molino et al., [2018](#)).

Research also demonstrated that social norms as well as social innovation also has a great role in shaping the business perspective of a nation (Peeters & Ateljevic, [2008](#)). Other studies concluded that families have a vital role in women's entrepreneurial involvements, not only in form of duties, and limitations but also as strong support in form of providing resources, and motivation (Chatterjee et al., [2019](#)). So, linked to the past research and to further explore the role of families in women's entrepreneurial success, this study build hypothesis based on the first factor of motivational need theory;

H1: *Family and social support have a significant role in achieving women's entrepreneurial success.*

2.2 Need for achievement, and women's entrepreneurial success

The need for achievement is a genetic need or purpose of any business, and every business person is conscious of this factor. It is also mentioned in the research that needs for achievement for women has a greater influence on their entrepreneurial success. However, several other studies challenged the success of the business initiative under the management of women, therefore need for achievement has a critical importance for women in the successful journey of their business career (Gupta & Mirchandani, [2018](#)). So, there is a need to explore this factor's impact on the entrepreneurial achievement of women in Pakistan. Thus, the second hypothesis of this study is following:

H2: *The need for achievement has a significant role in achieving women's entrepreneurial success.*

2.3 Creativity and innovation, and women's entrepreneurial success

Research provides mixed results, linked to the role of innovation in women's entrepreneurship. Idris ([2008](#)) stated a connection between females' entrepreneurial innovativeness with education, age, and annual income. An extensive inference founded on the VRI-program, (Ljunggren et al., [2010](#)) originates that innovation research is powerfully linked to the gender of men and recommended that future research agendas must emphasize linking the role of gender with innovation. Another study pointed out that innovation and creativity in businesses are mostly associated with males, and there is more need to explore the female role linked to innovation in businesses.

While another study found that relating innovation with gender is a complex phenomenon, however, males are mostly risk-takers therefore the chances of innovation are greatly linked with males as compared to females. So, to confirm the previous results and strengthen the literature linked to the role of innovation in women's entrepreneurial success, this study developed the following hypothesis:

H3: *Creativity and innovation have a significant role in achieving women's entrepreneurial success.*

2.4 Role of Women Empowerment as moderator

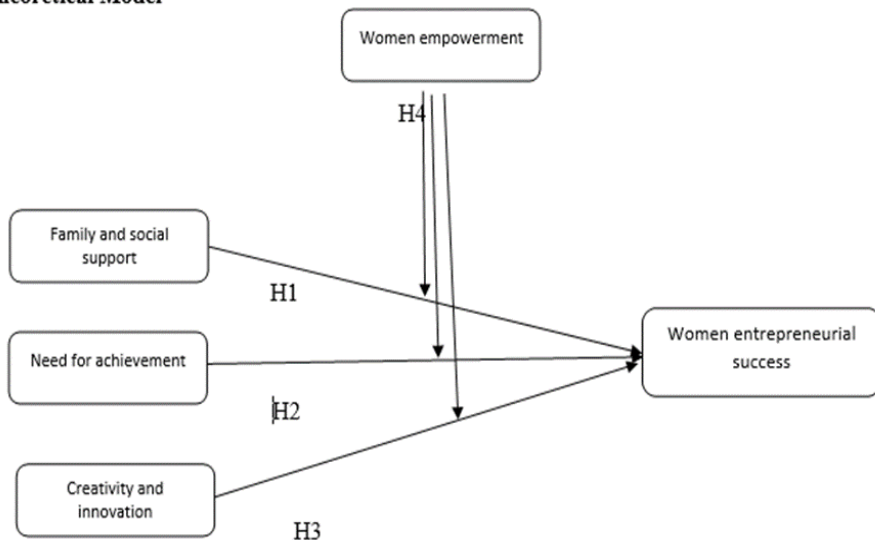
The participation of women in the workplace, managerial position on social platforms, and access to finances are considered the empowerment of women. It is a process that allows women to access and control physical resources as well as a power structure (Agrawal et al., [2021](#)). Through

empowerment females can make more effective and challenging decision without any outside support or guidance(Kushwah et al., [2021](#)). In addition, it is a woman awareness and capacity-building process that ends up with women's participation in decision-making (Agarwal & Lenka, [2018](#)). All across the world, women's empowerment has attained greater importance and is considered essential for policy formulation in various organizations worldwide. Another study highlighted that empowerment payback relates to active women folk participation (Laudano et al., [2019](#)).

The current scenario in developing countries such as Pakistan – where the informal business is the most affordable path to run a business – depicts women's entrepreneurship as the primary tool to bring female empowerment via access to business loans (Amrita et al., [2018](#); Chatterjee et al., [2019](#)). Research also demonstrated that in developing countries women entrepreneurship is the source of reducing poverty(Kamberidou, [2020](#)). In the USA economy, women's business owners are considering a new face of the economy that depends on empowering women through business ventures or entrepreneurial growth. Developed countries all around the world are straggling with the appalling problem of underemployment(Agarwal & Lenka, [2018](#)). Thus, this research wanted to explore the moderating impact of women's empowerment in enhancing women's entrepreneurial success based on key three motivators. Hence; the following is the hypothesis of these variables

H4: *women's empowerment has a significant moderating impact on the relationship of social & family support need for achievement, and creativity & innovation with women's entrepreneurial success.*

Theoretical Model



In this model family & social support, the need for achievement, and creativity & innovation are taken as independent variables, women's entrepreneurial success is taken as dependent variables, while women's empowerment paly a moderating role in the relationship of all independent and dependent variables.

3.Methodology

3.1 Sampling

The experienced sampling technique is used for data collection. This method is consist with the guidance given in the literature (Ahmad et al. [2021](#); Irfan et al. [2017](#); Khattak et al. [2012](#); Yan et al. [2020](#); Zhang et al. [2012](#); Zhang et al. [2012](#)). The sample of the study is based on 193 females who are entrepreneurial in their own businesses. The organizations are registered and unregistered both are used for this study. The registered organizations come under the umbrella of Small and Medium Enterprises, and most of the unregistered businesses are linked to the fashion industry like boutiques, makeup, jewelry businesses, etc.

3.2 Measures

A 7-item scale by (Winefield et al., [1992](#)) is used to measure the family and social support variable of the study. A five-item scale is adopted by (Zeffane, [2013](#)) to measure the need for achievement as an independent variable of the study. For measuring creativity and innovation six-items scale is adopted from (DiLiello & Houghton, [2008](#)). The nine-item scale is used for measuring the women’s entrepreneurial success which is adapted from (Maehr & Sjogren, [1971](#)) For measuring women’s empowerment, a seven-item scale is adapted from(Bui Thanh, [2021](#)).

3.3 Data collection

Data is collected by distributing a Questionnaire based on valid studies. The questionnaire is filled by online methods to ensure the validity of the results, we give some incentives to the respondents of the study.

3.4 Analysis and results

This study used statistical results generated after applying proper data analysis techniques. For data analysis software SPSS 22.00 has been used. Reliability analysis, demographic of respondents, correlation analysis, normality test, and regression analysis including moderation testing techniques are used in data analysis.

3.5 Reliability Analysis

To analyze the internal consistency of adapted questionnaire’s reliability analysis test is applied. This table shows the results for the reliability analysis of the instrument.

Table 1: Reliability Analysis for Whole Questionnaire

Cronbach's Alpha	No of Items
.890	34

According to this table, the value of Cronbach Alpha is .890. the acceptable range is more than 0.71 which means this instrument is highly reliable for this study. To further analyze the reliability of items of each variable, following table provides the information.

Table 2: Reliability Analysis for All variables

Variables Name	Number of Items	Cronbach's Alpha
Family and social support	09	.823
Need for achievement	07	.766
Creativity and innovation	04	.850
Women entrepreneurial success	04	.733
Women empowerment	07	.657

These values also show that the instrument is reliable and ensure the internal consistency of data.

However, the value for women's empowerment is slightly less than the acceptable value of .71.

3.6 Descriptive Statistics

The following table shows the value of descriptive analysis for this research. The table shows different frequencies linked to the demographic profiles of respondents. The sample size for the current study is 193 female entrepreneurs. In demographics for gender 1= female 2 =male, and the values confirmed that all the respondents are females. Age is divided into four categories 1= 20-30years, 2=30-40years, 3=40-50years, 4-above 50. The age portion shows that most of the females come under the age of 30 to 40. For education part 1= Intermediate, 2=Bachelors, 3= Masters. Most of the respondents have Bachelor's degrees. The last is the experience 1= 1 year or less, 2= 2-6years, 3=7-10years, and 4=more than 10years, and data shows that most of them have experience of more than 2-6years in running their own business.

Table 3: Descriptive Analysis

	N	Minimum	Maximum	Mean	SD	Variance
Gender	193	1.00	2.00	1	.00	.50
Age	193	1.00	4.00	1.95	.76	.57
Education	193	1.00	3.00	1.94	.64	.38
Total Experience	193	1.00	4.00	2.19	.86	.72

3.7 Multicollinearity Test

It is very significant to analyze the multicollinearity of data when you apply regression, because through testing this kind of problem in data, can be identified that can be disrupt the results before going applying regression. The variation Inflation Factor (VIF) value in this table must be 1.0. The data is problematic if the tolerance value is above 0.9. From the given data in this table, it is clear that VIF value has acceptable range while tolerance values are also less than 0.9. thus, the data for this study is free of multicollinearity and suitable for further analysis.

Table 5: Multicollinearity Statistics

Coefficients	
Model	Collinearity Statistics
	Tolerance VIF
Family and social support	.679 1.495
Need for achievement	.560 1.655
Creativity and innovation	.521 1.762
Women empowerment	.620 1.356

Dependent Variable: women's entrepreneurial success

3.8 Correlation analysis

The following table signifies the means, SD, correlations, and consistencies for the key variables participated in this research. The value for Pearson's correlation coefficient has been measured for all the variables. The interpretation of the results is given below.

- Family & social support and women's entrepreneurial success has a positive relationship. The correlational value of their relationship is .462**.
- Need for achievement and women's entrepreneurial success have a positive relationship. The correlational value of their relationship is .223**.
- Creativity & innovation, and women's entrepreneurial success have a positive relationship. The correlational value of their relationship is .323**.
- Women's entrepreneurial success and women empowerment have a positive relationship. The

correlational value of their relationship is 445**.

Table 6: Means, Standard Deviations, Correlations, And Reliabilities for The Main Variables of Interest in The Study

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1	.00	1										
2. Age	1.95	.76	.042	1									
3. Education	1.94	.64	-.041	-.102	1								
4. Total Experience	2.19	.86	-.022	.563**	-.022	1							
5. Family and social support	3.22	.75	-.045	.462**	-.032	-.015	1	(.62)					
6. Need for achievement	3.49	.67	-.024	.223**	.057	-.039	-.067	1	(.91)				
7. Creativity and innovation	3.94	.48	-.037	.323**	.037	-.027	-.042	.642	1	(.76)			
8. Women's men entrepreneurial success	3.26	.72	-.047	.445**	.041	-.037	-.031	.456	.766	1	(.84)		
9. Women empowerment	3.66	.26	-.029	.206**	-.054	-.034	-.035	.054	.644**	.362**	1	(.73)	

Regression analysis

Regression Analysis for women's entrepreneurial success

The regression is separately run for analyzing the relationship of each of the independent variables with the dependent variable. Here, the summarized table is given which shows the results of all the three relationships based on the IV and DV of the research.

Table 7: Regression analysis for family and social support, need for achievement, creativity & innovation, and women’s entrepreneurial success

Model	R	R ²	Δ R ²	Model Significance
1	.580 ^a	.439	.446	.000
2	.620 ^b	.567	.592	.000
3	.551 ^c	.345	.386	.000

- a. Predictors: Family and social support
- b. Need for achievement
- c. Creativity and innovation

The results of this table show that family and social support have a significant impact on women’s entrepreneurial success. The value of R-Square is 0.439 whereas the value of Δ R-Square is .044. It shows that 43 percent variance is existed in the dependent variable because of the family and social support. The results also mentioned that the need for achievement has a significant impact on women’s entrepreneurial success. The value of R-Square is 0.567 whereas the value of Δ R-Square is .059. It shows that 56 percent variance is existed in the dependent variable because of the need for achievement. The results for third IV shows that creativity and innovation have a significant impact on women’s entrepreneurial success. The value of R-Square is 0.349 whereas the value of Δ R-Square is .038. It shows that 34 percent variance is existed in the dependent variable because of creativity and innovation.

Table 7: Coefficient Table for Employee Training and Product Innovation Performance

Model	Standardized Coefficients B	t	Sig.
Family and social support	.590	11.541	.000
Need for achievement	.620	12.223	.000
Creativity & innovation	.350	12.921	.000

a. Dependent Variable: women entrepreneurial success

This table shows the value of Beta, the values show that one unit change in family and social support will cause a 59% change in the dependent variable. Similarly, one unit change in need for achievement will cause a 62% change in the dependent variable, and a one-unit change in creativity and innovation will cause a 35% change in the dependent variable. While all the values are significant which are .000 and less than .05.

Table 8: Regression analysis for Family & social support, Need for achievement, Creativity & innovation, and Women empowerment

Model	R	R ²	Δ R ²	Model Significance
1	.522a	.454	.376	.000
2	.536b	.466	.354	.000
3	.597c	.512	.432	.000

- a. Predictors: family and social support,
- b. Need for achievement,
- c. Creativity & innovation,
- d. WE, Moderator

Table 9: Regression analysis for Employee Training, KCC, Moderator, and Product Innovation Performance

Model	Standardized Coefficients B	t	Sig.
Family and social support	.590	7.464	.000
Need for achievement			
Creativity and innovation	.620	6.816	.000
	.530	7.712	.000
WE	.680	6.076	.000
Moderator	.715	7.257	.000

4. Discussion and conclusion

Women entrepreneurship is an emerging segment in developing countries (Staniewski & Awruk, 2019). In Pakistan, this trend is now increasing and getting success, but they faced several challenges. To cope with these challenges and to maintain a successful business, the woman needs higher motivation and particular family support(Staniewski & Awruk, 2019). Research shows that family support is the most important element of women’s entrepreneurial success (Ghouse et al., 2019) Therefore, the current study analyzes women’s entrepreneurial success based on the motivational need theory. The present research gives insights into the key factors contributing to women’s entrepreneurial success while analyzing the role of women’s empowerment as a moderator. Based on the study’s discretion, and the results of data analysis it is shown that all the hypotheses of the study are accepted. The following table gives an overview of the study results based on the hypothesis:

H.No.	Hypothesis Statement	Coefficient
H1	H1: Family and social support have a significant role in achieving women’s entrepreneurial success.	Accepted
H2	H2: The need for achievement has a significant role in achieving women’s entrepreneurial success.	Accepted
H3	H3: Creativity and innovation have a significant role in achieving women’s entrepreneurial success.	Accepted
H4	H4: women’s empowerment has a significant moderating impact on the relationship of social & family support need for achievement, and creativity & innovation with women’s entrepreneurial success.	Accepted

The analysis and information given in the table show that according to the need theory family & social support, the need for achievement, and creativity & innovation have a significant positive impact on women’s entrepreneurial success. The results show that family support has the high impacting role in women entrepreneurial success, this result also supported by (Constantinidis et al., 2019) Women empowerment plays the role of moderator in this relationship. The results of previews study by (Khanum et al., 2022) supported that women empowerment has a key role in women entrepreneurship. Several studies support the results of this study which means this study strengthens the present literature as well as plays an important part in defining determinants for women’s entrepreneurial success, particularly in the territory of Pakistan. Previous research also mentioned that Women’s entrepreneurial development is an important component of national growth & development(Al Matroushi et al., 2020). Females have extraordinary entrepreneurial skills, which can enable them to succeed in different businesses

For further research, the researcher should use a large sample for getting more valid and generalized results. Moreover, future studies can compare the other determinants of women's entrepreneurial success. Secondly, future studies can compare the motivational factors of developed and developing countries that contributed to women's entrepreneurial success.

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