

WOMEN ENTREPRENEUR SUCCESS THROUGH WOMEN EMPOWERMENT: AN APPROACH OF MOTIVATIONAL NEED THEORY

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KEYWORDS	ABSTRACT
Women Entrepreneur Success, Women Empowerment, Motivational Need Theory	The 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 and 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 and PLS SEM. 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 upon the women's entrepreneurial success. This study strengthens current literature regarding women's entrepreneurship, as well as gives beneficial insights into society of Pakistan to enhance women's entrepreneurial success, and also used large sample to get more generalized results to examine the issues from new dimensions.
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# INTRODUCTION

As a result of its widespread acceptance in the current day, the concept of entrepreneurship is receiving a greater share of the available attention. It is a process that involves the construction of a new company by confronting all of the obstacles that are inherent in the generating of income, and it does not include any prejudice towards gender (Laudano, Zollo, Ciappei & Zampi, 2019). It is a procedure that includes a set of actions in which a person avails 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 a vital role in economic sustainability and development (Basit, Hassan & Sethumadhavan, 2020). This gives a push to an enhanced number of entrepreneurs in the business industry, as well as a reason for increasing number of female entrepreneurs. Research shows that female entrepreneurs significantly contributed to economic expansion, this enhanced academics' attention to female entrepreneurship (Chatterjee, Das & Srivastava, 2019). Some other studies supported that women's entrepreneurship has major contribution to economic growth through creation of jobs, money rotation, and execution of the technology along with the innovation in the business industry (Amrita, Garg & Singh, 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. However, this research focused on the importance of women's entrepreneurship and 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. These are independent variables of the study, that put significant impact on 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 information on women-run enterprises. In 2019/2020, 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 and development (Amrita et al., 2018). Thus, it is important to know about the factors that back up the women's entrepreneurship. For this purpose, research took the support of motivational need theory to analyze the key motivators that help the woman become a successful entrepreneur. Researcher finds a gap from past studies, that literature on women entrepreneurship linked to innovation has a huge space to explore, as well as to find out key motivators is required in future studies (Chatterjee et al., 2019). This study focuses on key motivators based on motivational need theory to enhance women's entrepreneurship while women's empowerment took as moderator. So, this study aims to analyze the impact of three motivators personal and social support, need for achievement, and creativity and innovation on success of women entrepreneurship. While exploring the role of women empowerment as a moderator. Based on 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 moderating impact on 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 results, and the data is gathered through 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.

# LITERATURE REVIEW

As a result of the widespread recognition of the significance of entrepreneurship in the modern day, the topic of entrepreneurship is receiving an increasing amount of attention from academics and business leaders alike. Entrepreneurship refers to the process of starting a new firm and taking on all of risks and responsibilities that come along with developing income stream. According to findings of another research, entrepreneurship is defined as a process that involves a series of activities that are experienced by people who make use of chances that are accessible and generate value (Zeb & Ihsan, 2020). On the other side, woman entrepreneur is a female who employs her talents, expertise, resources, and skills to start a new enterprise. This is a clear definition of a woman entrepreneur. In this manner, women are forced to confront all of difficulties that have traditionally been associated with satisfying household demands and obtaining financial freedom via participation in economic activities (Amrita et al., 2018).

At global level, perspective of women's entrepreneurship has realized 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 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 standing of key motivators which enhance entrepreneurial participation of the females in Pakistan and make the entrepreneurial journey for the females successful. The existing research revealed that the female entrepreneurs significantly contributed to economic expansion, this enhanced academics' attention to the female entrepreneurship. In this regard, the following study put efforts to identify some main motivators that makes their intentions towards entrepreneurship and contributed to the women's entrepreneurial success.

## Family & Social Support & Women's Entrepreneurial Success

The family has critical role in women's life, research shows that family issues has put serious impact on women's entrepreneurial growth (Laudano et al., 2019). The research by (Constantinidis et al., 2019) found that family has a significant role in pushing females toward entrepreneurship. It is also expressed that most of entrepreneurial decisions of women are result of their needs, and duties, not their free choice/individual likings (Welsh & Kaciak, 2019). In psychology entrepreneurial events are directly linked with human behavior and attitudes (Welsh & Kaciak, 2019). Society has major role in building human nature, behavior, and attitude. Research puts high emphasize on the role of

society in shaping women attitude towards business (Molino et al., 2018). Research demonstrated that social norms as well as social innovation also has great role in shaping business perspective of a nation (Peeters & Ateljevic, 2008). Other studies concluded that families have vital role in women entrepreneurial involvements, not only in form of duties, and limits but as strong support in form of providing resources, and motivation (Chatterjee et al., 2019). So, linked to the past research and to explore role of families in women 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.

## Need for Achievement & 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 the greater influence on their entrepreneurial success (Ahmad et al., 2018). However, several other studies challenged the success of the business initiative under the management of the 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. Consequently, the second hypothesis of this study is following:

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

## Creativity and Innovation, & 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, (Ljunggreen 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 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 chances of innovation are greatly linked with males as compared to females. In this connection, to confirm the previous existing results and strengthen the literature linked to the role of innovation in the women's entrepreneurial success, this study developed the following hypothesis:

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

## Role of Women Empowerment as Moderator

Term "women's empowerment" refers to a variety of factors, including access to financial resources, management positions on social platforms, and engagement of women in workforce. It is a process that gives women access to and influence over the power structure as well as material resources (Agrawal et al., 2021). As a result of being empowered, women are able to make decisions that are both more successful and more demanding without any assistance or instruction from outside source

(Kushwah et al., 2021). In addition to this, it is a process that raises awareness of women and builds women's ability, which ultimately results in women taking part in decision-making (Agrawal et al., 2021). In this connection, empowerment of women has gained a bigger prominence and is seen as necessary for the creation of policy in a variety of organizations around the globe. This trend can be observed all over the world (Zhu et al., 2019). In another research, it was shown that the relationship between active women folk engagement and empowerment payback was significant (Laudano et al., 2019).

According to the current scenario in developing countries like Pakistan, where informal business is the most affordable path to run a business, women's entrepreneurship is depicted as the primary tool to bring about female empowerment via access to business loans (Chatterjee et al., 2019; Amrita et al., 2018). In addition, research has shown that root of a reduction in poverty in developing nations is the entrepreneurial activity of women (Kamberidou, 2020). Women who own businesses in United States are contemplating a new face for the economy, one that is dependent on the advancement of female entrepreneurs and the empowerment of women via the development of their businesses. The dreadful issue of underemployment is plaguing developed nations all over the globe, and this trend is only getting worse (Agrawal et al., 2021). As a result, the purpose of this study was to investigate the moderating effect of women's empowerment on improving the entrepreneurial performance of women based on the three most important motivators. In light of this, the hypothesis about these factors is as follows:

H4: women's empowerment has a significant moderating impact on the relationship of social  $\mathcal{F}$  family support need for achievement, and creativity  $\mathcal{F}$  innovation with women's entrepreneurial success.

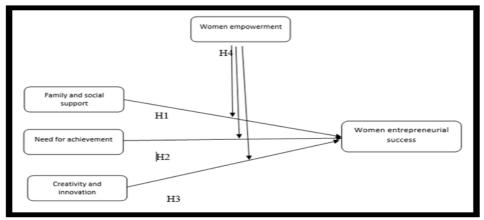


Figure 1 Theoretical Framework

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

# **RESEARCH METHODOLOGY**

## Research Design

The research design of the study is quantitative and researchers used positivism philosophy for conducting this research. The study used different techniques like purposive sampling technique is used for this study. 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 as well as businesses.

## Measures

A 7-item scale by (Winefield et al., 2010) 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. In this connection, different measures have been used. For measuring creativity and innovation six-items scale is adopted from DiLiello and Houghton (2008). The nine-item scale is used for measuring women's entrepreneurial success which is adapted from Maehr and Sjogren (1971). For measuring women's empowerment a seven-item scale is adapted from (Thanh, 2021).

# Data Collection & Analysis

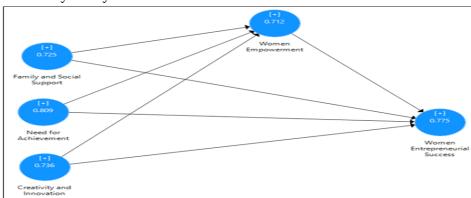
Data is collected by distributing a Questionnaire based on valid studies. The questionnaire is filled by online methods to ensure the validity of the results, we give some incentives to the respondents of study. This study used statistical results generated after applying proper data analysis techniques. For the data analysis software SPSS and SMART PLS SEM has been used. The reliability analysis (to examine internal consistencies), demographic of respondents, correlation analysis, normality test, and regression analysis including moderation testing techniques as used in data analysis to reach the desired conclusion.

## **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. According to this table, the value of Cronbach Alpha is above the acceptable range i.e. (0.71) which means this instrument is highly reliable for this study. Further, the AVE values are also ranged between 0.51–0.78 which is also above threshold. To further analyze the reliability of each variable, following table provides the information.

	Cronbach's Alpha	rho_A	CR	AVE
Creativity and Innovation	0.74	0.76	0.82	0.59
Family and Social Support	0.73	0.73	0.8	0.51
Need for Achievement	0.81	0.82	0.87	0.57
Women Empowerment	0.71	0.71	0.87	0.78
Women Entrepreneurial Success	0.78	0.78	0.84	0.53

#### Table 1 Reliability Analysis



### Figure 2 Reliability Analysis

# **Descriptive Statistics**

The following table shows 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 values confirmed that all the respondents are females. Age is divided into four categories 1= 20-30 years, 2=30-40 years, 3=40-50 years, 4-above 50. The age portion shows that most of females come under age of 30 to 40. For education part 1= Intermediate, 2=Bachelors, 3= Masters. Most of the respondents have Bachelor degrees. Last is experience 1= 1 year or less, 2= 2-6 years, 3=7-10 years, and 4=more than 10 years, and data shows that most of them have experience of more than 2-6 years in running their own business.

	Ν	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

## Table 2 Descriptive Analysis

## Multicollinearity Test

It is significant to analyze multicollinearity of data when apply regression, because through testing this kind of problem in data, can be identified that can be disrupt the results before going applying regression. Variation Inflation Factor value in this table must be 1.0. Data is problematic if 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, data for this study is free of multicollinearity and suitable for further analysis.

Table 3	Multicoll	linearity	Statistics
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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		

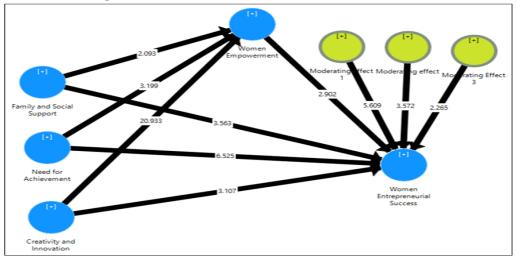
## Structural Model

Researcher evaluated hypothesized structural relationship between variables. Findings of current research indicated that all direct relationship between observed variables is significant. The results indicated that women empowerment moderate the relationship between observed variables. Thus, based on table 4 and figure 2, researchers concluded that creativity and innovation, family and social support and need for achievement has direct and significant effect on women entrepreneurial success and first three null hypotheses are accepted. Further, results confirm the fourth hypothesis by stating that women's empowerment has a significant moderating impact on the relationship of social and family support need for the achievement, and creativity and innovation with women's entrepreneurial success.

#### Table 4 Structural Equational Model

	OS	TS	PV
Creativity and Innovation -> Women Empowerment	0.62	20.93	0
Creativity and Innovation -> Women Entrepreneurial Success	0.20	3.11	0
Family and Social Support ~> Women Empowerment	0.06	2.09	0.04
Family and Social Support ~> Women Entrepreneurial Success	0.12	3.56	0
Moderating Effect 1 ~> Women Entrepreneurial Success	0.36	5.61	0
Moderating Effect 3 -> Women Entrepreneurial Success	0.06	2.27	0.02
Moderating effect 2 -> Women Entrepreneurial Success	0.15	3.57	0
Need for Achievement ~> Women Empowerment	0.10	3.20	0
Need for Achievement -> Women Entrepreneurial Success	0.35	6.52	0
Women Empowerment -> Women Entrepreneurial Success	0.10	2.90	0

Figure 3 Structural Equational Model



# DISCUSSION

Women entrepreneurship is emerging segment in developing countries (Sucheta Agarwal, 2017). 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, woman needs higher motivation and particular family support (Staniewski & Awruk, 2019). Research shows that family support is the most vital element of women entrepreneurial success (Ghouse et al., 2019). Current study analyzes women's entrepreneurial success based on motivational need theory. Present research gives insights into key factors contributing to women's entrepreneurial success while analyzing role of women's empowerment as a moderator. Based on study's discretion, and results of data analysis it is shown that all the hypotheses of study are accepted. The following table gives an overview of study results based on hypothesis:

H. No.	Hypothesis Statement	Regression
H1	Family & social support have significant role in achieving WES.	Accepted
H2	The need for achievement has a significant role in achieving WES.	Accepted
H3	Creativity and innovation have significant role in achieving WES.	Accepted
H4	WE has a significant moderating impact on relationship of SFS need for	Accepted
	ACI with WES.	

Table 5 Summary of Hypotheses

The analysis and information given in table show that according to the need theory family  $\mathcal{E}$  social support, the need for achievement, and creativity  $\mathcal{E}$  innovation have a significant positive impact on women's entrepreneurial success. Results shows 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. Results of study by (Khanum et al., 2021) supported that women empowerment has the 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 territory of Pakistan. The previous research mentioned that Women entrepreneurial development is an important component of national growth and development (Henry  $\mathcal{E}$  Lewis, 2023). Females have extraordinary entrepreneurial skills, which can enable them to succeed in different businesses.

# CONCLUSION

The primary objective of this research is to conduct an investigation of the primary factors that contribute to success of female entrepreneurs in Pakistan. This research is based on the motivational need theory, and it contains three independent variables: the need for accomplishment, the need for creativity and invention, and the need for family and social support. The dependent variable of the study is women's entrepreneurial success. The empowerment of women plays an essential part in the professional lives of women. In light of this, the concept of women's empowerment will serve as the moderator in this investigation. The sample size of the study consists of 193 businesswomen. The information is obtained by the use of a Questionnaire, and the results are analyses using SPS and PLS SEM. The findings of the structural equational model analysis indicate that all the hypothesis

are accepted. In this connection, researchers concluded that creativity and innovation, family and social support and need for achievement has direct and significant effect on women entrepreneurial success.

Further, the results confirms that women's empowerment has a significant moderating impact on the relationship of social and family support need for achievement, and creativity and innovation with women's entrepreneurial success. 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. 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 from different dimensions and perspectives. Secondly, future studies can compare the motivational factors of developed and developing countries indifferent contexts that contributed to the women's entrepreneurial success.

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