



# Determinants of Entrepreneurial Orientation of Rural Women Small Business Owners: The Case of Gambella Region of Ethiopia

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Small business and entrepreneurship play critical role in stimulating economic activity, creating jobs, alleviating poverty and uplift living standards in Africa. It is widely accepted that the Micro and Small Enterprise (MSE) sectors have the potential to provide a livelihood for a considerably large number of poor rural and urban women in Ethiopia. Women account for the larger share of the informal economy operators as well as those running micro and small enterprises in Ethiopia. The target population of the study is the women engaged in micro and small business in Gambella District in Western Ethiopia. Probability Proportional to Size sampling and simple random sampling technique was adopted to draw 100 individual sample business women from each village. The key motivating factor for women to be involved in a business is to be independent from depending so much on their spouse. From the result of the study, many women unaware of credit sources and other business support services. The overall implication of this study is that since women business operators appear to be playing a major role in the economy of the country, besides up-lifting the lives of their families, especial effort is needed to develop entrepreneurship. Hence, appropriate and sustained interventions targeted to the women enterprise operators need to be developed and implemented. The women business owners themselves will be expected to more specifically identify the area of critical support and be involved in the development of suitable program.

**Key words:** Small business and entrepreneurship, Rural women, Entrepreneurial orientation

## 1. Introduction

Small scale businesses make a significant contribution by way of supporting poor women to earn income and basic goods and services for consumption and investment. However, this contribution is not fully recognized or understood, and it is little researched. There are insufficient evidences which provide a broader understanding of women's experience as business owners, their entrepreneurial orientation, and the motivational factors in starting up, managing and growing their enterprises (ILO, 2012). Most of the research on women entrepreneurs had focused on the demographic, family, occupational and educational background as well as difference between male and female entrepreneurs, leaving the more specific question as to what motivate them and the status of their entrepreneurial orientation which consists of risk taking, innovativeness and pro activeness behaviours are unanswered. Therefore, this particular study aims to provide reasons as to why some women choose to become entrepreneurs by examining the motivational factors. The study will also identify the entrepreneurial orientations of women engaged in

small business. Demographic factors such as age, level of education, marital status and the likes are also considered to be assessed. According to Lumpkin and Dess (1996), it is useful to explore levels of EO when assessing a business's management perspective. For example, Lumpkin and Dess (1996) found that personality orientations play a role, in the emergence of entrepreneurs and entrepreneurial managers. Also Covin and Slevin (1989), found a connections between and among EO and personality, entrepreneurial embedment and other contextual factors suggesting that entrepreneurial characteristics of the women making decisions play a role in e.g. management of risk. However, lack of adequate information on these women is problematic in the understanding of their successful entrepreneurial process, making it difficult to plan and implement policies and strategies to assist them. In this regard, support institutions in Gambella District are constrained by lack of disaggregated data and information that would serve as a basis to plan appropriate interventions. In line with this, very few studies have been undertaken on women entrepreneurs in Ethiopia, but none of them have

Abstract

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focused on women owned business entrepreneurs in Gambella Region. A series of working paper by the support of International Labour Organization (ILO) and other studies focused on women entrepreneurs such as by International Labour Office-Addis Ababa (2002), Getaneh (2006), Mulu (2009), Desta (2010) and others have focused on major towns of Ethiopia.

It is anticipated that this study will be making a valuable contribution to the women entrepreneurship literature and there by specific conceptual insight for decision makers, planners, development partners, and women entrepreneurs by providing knowledge about women entrepreneurial orientation in developing MSE sectors. In this particular study it is imperative to look in to basic motivational factors from push and pull factors (which include psychological, socio-demographical, economic and institutional), opportunities and challenges faced by those women engaged in MSEs. A strategy for micro and small enterprise development cannot be successful in the absence of adequate knowledge of changing role of women in the rural sector and without addressing the different constraints that women face at different stages in their startup, growth and expansion. This study aims to fill this gap in the literature by examining women entrepreneurs in the micro and small enterprise sector. It examines the basic motive to startup business, socio cultural problems facing women in their startup and expansion of their business. The existing policy support and entrepreneurial orientation of women will also be examined. Therefore, the result of this study will give clear insight, which will help the decision makers, development planners, support organization and development partners and the beneficiaries at large to develop area specific and need based strategies thereby improve women entrepreneurship.

The general objective of the study is to examine women entrepreneurial orientation, determine motivational factors and understand the profile of rural women in the Micro and Small Enterprise sectors.

The study has the following specific objectives.

1. To determine the profile and motives of the rural women owned businesses.
2. To examine the factors affecting entrepreneurial orientations of the rural women engaged in the small business.

### 3. Materials and methods

#### The study area:

Gambella District is found in western Ethiopia with total population size of 39,022 out of which 20,790 are male and 18,232 are female

resident (BOFED, 2011). The employments in the area include petty trade, retail trade, hotel and other services like selling of local drinks. Government sectors are also absorbing significant number of civil servants. However, Agriculture is also a common livelihood for the people living in the District.

#### Sampling techniques and procedures

The target population of the study was the women engaged in micro and small business in Gambella District. The District was selected purposively and all of the existing *villages* (5) were included as a representative of the business potential area where the majority of business women were reside based on the information from the Regional Revenue Authority. To identify the business women, list of names of the business owner was taken from the Regional Revenue Authority, and Trade and Industry Office and Micro and Small Enterprise Development Office.

In the second stage, the probability proportional to size sampling technique was used to determine the sample size from each Village proportional to its members. Finally, simple random sampling technique was adopted to draw 100 individual sample business women from each Village. Before the final administration of the interview schedule, two enumerators were given training and briefing on the objective and contents of the interview schedule.

Table.1 Distribution of household heads by Villages

Village	Total of women engaged in MSEs	Sample size
1	46	17
2	39	14
3	103	38
4	32	12
5	51	19
Total	271	100

(Source: Regional Revenue Authority and District Micro and Small Enterprise Office, 2011)

#### Methods of data collection

Both primary and secondary data were collected. Quantitative information was collected from 100 sample respondents using structured interview schedule. It was pretested with none sample respondents before use. Necessary modifications were made before administering in the light of the pretest results. A check list was used to guide the focus group discussion and key informants' interview. Field notes and tape recording was used to capture the discussions. Secondary data was collected from different sources such as CSA, documents of Ministries, Regional and District Government offices. Particularly from the offices of the respective regional and District Revenue Authority, Regional

Cooperative and others which were thought to have relevant information for this particular study. Furthermore, relevant government policies and regulation were also reviewed.

#### **Methods of data analysis:**

Data collected through various methods was analyzed using descriptive statistics such as frequency, percentage, mean and standard deviation. In order to detect the degree of relationships between some of quantifiable variables measured, Pearson's correlation was employed as recommended by Cools and Van den Broeck, (2007). In qualitative data analysis interpretations, explanation and synthesis of various opinions and concepts, summarizing were used. Depending on the multivariate nature of the relationship between dependent variable (EO) and independent variables, multiple regression analysis was performed. The entrepreneurial orientation is the an aggregate measure based on the three dimensions of innovation, pro-activeness and risk taking and was measured with the nine-item, seven point modified scale used by Covin and Slevin (1989). The questions from the Covin and Slevin (1989) were reconstructed from seven-point Likert scale to five-point Likert's scale (Sul, 2002). Other researchers have also employed modified versions of EO scale (Kreiser et al, 200; Knight, 2004). As one move to the right of the scale the level of entrepreneurial orientation increase and as one move to the left, the level of entrepreneurial orientation decreases. Entrepreneurial orientation scale was modified to explore distinct dimension of innovativeness, pro-activeness and risk taking.

### **3. Results and discussion**

#### **Profile of Business Women and their Enterprises:**

The result of the study in respect to the profile of the women and their enterprises is presented by age, level of education, marital status, experience, family background, number of children and types of enterprises and number of business currently operating as follows. As shown on the Table 2 half of (50 percent) of the women interviewed were between 20 and 40 years of age. While 90 percent of respondents were aged between 20 and 50 years, with mean age of 36. This is show that most of the women interviewed were in the range of economically active age category and also likely to be involved in undertaking family care responsibilities as wives, mothers and daughters. The results also showed that only a tiny proportion were below 20 and over 50 years old.

#### **Marital status:**

Most of the women business owners started their business activity after getting married. Previous

studies have shown that the majority of women business owners are married (Zewede and Associates, 2002) and this also the case for this study with nearly 71 percent of the respondents falling in to this category. In terms of the size of businesses, more married women are operating small (77 percent) than microenterprise (65 percent) while single are operating 13 percent of the microenterprise in the sample, and 7 percent of the small enterprises. This difference may indicate that women who directly go in to small business appear to be those who had the opportunity to use their parent's house as working premises or others enough financial support.

#### **Level of Education:**

The result of this study showed that, about a quarter of the women business owners in the sample have only primary education, while the majority (66 percent) have completed at least secondary education (Table 3) Women business operators in the manufacturing sector were found to be relatively highly educated as compared to the other sectors. In the sample survey, all women engaged in the manufacturing sector had secondary education, compared to 76 percent for service and 70 percent for the retail trading. The higher level of education of the respondent women may be due to inclusion of the formal enterprises than the informal ones in the study.

#### **Family background:**

Family background tends to influence one's access to resources and life experience, as well as to network. At least 27 percent of the respondents came from families where either of the parents were business operators. However, almost half of the respondents came from farming families.

The average national household size in Ethiopia according to the most recent Government survey is 4.6 person and 4.7 for the region (CSA, 2010). The average household size of the women business operators surveyed was 4 persons. Women are said to be constrained by their reproductive role, including taking care of children, with an average of three children. The focus group discussion results also showed that business women had substantial responsibilities, combining business activities with child care. Most of them live with other relatives (family members) implying an additional burden to women business operators. However the result of correlation analysis indicated that there is little relationship between household size and their entrepreneurial orientation. Rather number of children has been found to be significantly and positively related to entrepreneurial orientation of the business owned by women.

### Motivation for Starting Business:

The second objective of this research was to understand what motivate them to actually start and own a business. During the field survey, respondents were asked what motivate them to own business. The motivating factors are summarized in Table 4. The most common motivating factors for going in to business was to create self employment followed by need for independence and contribution to family income.

Table 2. Age of the respondents in years

Age categories	<i>f</i>	%
18- 20	7	7
20-39	50	50
40-49	40	40
50-59	3	3
Total	100	100

Table 3. Business women level of education

Level of education	<i>f</i>	%
Never attend formal education	1	1
Primary School	25	25
Secondary School	66	66
Certificate	7	7
Diploma	1	1
Total	100	100

Table 4. Motivational Factors - Combined Response

Motivating Factors	<i>f</i>	%
Desire to be self employed	59	20
Need of independence	37	13
Contribution to family income	37	13
Improve financial opportunity	32	11
Self achievement	29	10
Easy to start and run	27	9
No other alternative	23	8
Perceived market opportunity	16	5
Job dissatisfaction	11	4
Prior experience and skill	10	3
Support from local government	6	2
Following role model	3	1
Family tradition	3	1
Total	294	100

It is important to determine the factors that motivate women to own businesses. This knowledge might enable policy-makers to create an encouraging environment for women to start their own businesses. The result of the study argued that various push-and-pull factors motivate women to start their own businesses. Push factors are more of negative factors, such as unemployment and retrenchment (lack of available work), dissatisfaction with salaried jobs,

insufficient family income and the need to supplement their income and the need for flexible work schedule, to balance their work and family obligation. The pull factors are more of relevant to women business operators, i.e. the need for independence, achievement and self fulfillment, improving the financial position of women and their families and the influence of role models such as their parents, family or friends and government support. The finding of this study revealed that majority of the women were drawn into business by push factors, this is in line with Ghosh and Cheruvalath (2007). It is also in line with Reynolds (2002) which argues that entrepreneurs in low income countries are more of necessity driven than opportunity driven. As to the support of spouses and other family members the result of this study showed that the majority of spouses (90 percent) and other family members (87 percent) were very supportive of the women starting a business.

The in-depth interviews of key informants and focus group discussion yielded more detail understanding of the motives for starting businesses. Accordingly For those women who married with relatively a well to do husband, the main reasons for starting business were to create their own jobs and to reduce dependency on their spouses' income. Women from the family's background of good economic status were also start a new business to be economically independent and to be their own boss. Some of them also indicated that it is unwise to totally relay on husbands or family income, they mentioned that, anything harmful happened to the spouse will have a serious consequences on the family. Of the eight women who participated in one of the focus group discussion, only one woman reported that her spouse had reacted badly (at the growth stage of the business) but the rest of her family had supported her. The remaining seven participants reported that both their spouse and other family members have been very supportive. This is in line with the (ILO, 2003) report, if a women from a poor family starts a microenterprise to support herself and her family, it is highly unlikely that the family will oppose her efforts to be self-employed, unless the nature of the business is such that it exposes her to situations that may not culturally acceptable to the family.

### Level of Entrepreneurial Orientation of women in MSE:

Entrepreneurial orientation refers to a firm strategic posture, i.e. its propensity to act entrepreneurially (covin and slevin, 1989; Lumpkin and Dess, 1996; Miller, 1993). More specifically, an entrepreneurial business is characterized by the

emphasis on innovation, pro-activity and risk taking (Covin and Slevin, 1989 Miller, 1993). What factors determine the level of entrepreneurial orientation and there by influence performance could be seen from different perspectives. Hyvarinen (1990) identifies three broad determinants; entrepreneurial attributes, firm level resources and the environment in which the firm operates. In micro and small businesses decision-making is concentrated in the hands of owners. Innovation and pro-active activities of individuals (owner-manager) form an important part of the overall business performance in small enterprises. Thus the smaller the enterprise the nearer its innovative, pro-active and risk taking (EO) behavior is to that of an individual's (owner-manager) behavior (Hyvarinen, 1990). Therefore any attempts to investigate the entrepreneurial orientation of the firm needs to consider an analysis of the characteristics of the business owners. Rogers (1995) summarizes the entrepreneurial orientation behavior of business operators in to three headings: socio-economic status, personality and communication behavior, education, social status, age, attitude towards risk and density of social network in which the individual participates are among the long lists of variable.

From Table 5 it is evident that the mean entrepreneurial orientation level of business women working in micro and small enterprises was 44. From among its dimensions innovativeness of women takes the highest compared with pro-activeness and risk taking. The result also showed that women in the micro and small business were less risk takers with a mean value of 29. This could be from fear of incurring losses in their enterprise, which might be reason for the component, risk taking ability to be in the last position of its contribution towards entrepreneurial orientation. From the survey 46 percent of the women reported as low EO (below the mean), while 54 percent reported as better EO orientation score (above the mean) (Table 6). This implies that the levels of EO of business women were found to be categorized under low to medium level category.

#### **Factors influencing entrepreneurial orientation Level of business women:**

Before proceeding to further analysis, the potential discriminatory variables need to be identified through univariate test of significant. The potential of individual regressor is evaluated through the application of one-way ANOVA analysis (F-test) and Chi-square statistics  $\chi^2$ . The one way ANOVA analysis can be used to test whether the mean value of a given continuous variables significantly differs. To identify the problem of multicollinearity or

association among the potential variables; variable inflation factor (VIF) was used. (VIF) shows how the variance of an estimator is inflated by the presence of multicollinearity (Gujarati, 1995). It analyzes the magnitude of multicollinearity problem. As a rule of Thumb, the values of VIF greater than 10 (that is,  $R^2$  exceeding 0.90) are often taken as a signal that the data have multicollinearity problems (Gujarati, 1995). A statistical package SPSS version 16 was employed to compute the VIF values. To avoid serious problems of multicollinearity, it is quite essential to omit the variable with value 10 and more from the regression analysis (Gujarati, 1995). The measure of tolerance can also be used, alternatively, to detect multicollinearity as:  $TOL = (1 - R^2) = 1/VIF$  clearly,  $TOL = 1$  if X is not correlated with the other repressors, where it is zero if it is perfectly related to the other repressors (Gujarati, 1995). For this study the variance inflation factors (VIF) for continuous variables were measured to see the multicollinearity problem of the variables, the values of the VIF for the eleven continuous variables are small (i.e. VIF values less than 3) with high tolerance value indicating the data have no problem of multicollinearity.

#### **Correlation analysis**

Correlation analysis was also used to measure the relationship between dependent variable with six independent variables. From the result in Table 7, it can be concluded that the entrepreneurial orientation is positively correlated with all independent variables, which suggest that if entrepreneur orientation is to be enhanced, then it is necessary to have prior skill and experience related to the business, diversity of business, and improved level of education. The entrepreneurial orientation of the respondents is also positively correlated with self achievement and need for independent and self employment. Therefore, it is equally important to enhance the self achievement motivation and aspiration of women to be self employed. Decision of women on the finance generated from the business undertakings is also positively and significantly related to entrepreneurial orientation of women. Therefore, empowering business women to decide on their own business enhance entrepreneurial orientation of women. The correlations values computed among all the variables and two factors of motivation are all in the expected direction i.e. positively correlated to entrepreneurial orientation.

Table 5. Descriptive Statistics on mean value of dimension of EO

	N	Minimum	Maximum	Mean	SD
Entrepreneurial Orientation	100	20	80	43.7	17.35
Innovativeness	100	20	100	54.84	25.72
Pro-activeness	100	20	86	46.84	21.65
Risk taking	100	20	66	28.97	11.63

Table 6. The level of Entrepreneurial Orientation

Level of EO	Frequency	Percent
Level of EO below the mean	46	46
Level of EO above the mean	54	54
Total	100	100

Table 7. Correlations among selected and hypothesized variables

Type of Variables		EO	Number of Business	Age of respondent	level of Education	Business Size	Prior Experience
EO	Pearson Correlation	1	.466**	.222*	.431**	.627**	.590**
	Sig. (2-tailed)		.000	.027	.000	.000	.000
Number of Business	Pearson Correlation	.466**	1	.205*	.262**	.663**	.456**
	Sig. (2-tailed)	.000		.041	.008	.000	.000
Age of Respondent	Pearson Correlation	.222*	.205*	1	-.039	.248*	.371**
	Sig. (2-tailed)	.027	.041		.697	.013	.000
Level of Education	Pearson Correlation	.431**	.262**	-.039	1	.172	.452**
	Sig. (2-tailed)	.000	.008	.697		.086	.000
Business Size	Pearson Correlation	.627**	.663**	.248*	.172	1	.619**
	Sig. (2-tailed)	.000	.000	.013	.086		.000
Prior experience	Pearson Correlation	.590**	.456**	.371**	.452**	.619**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed). \* . Correlation is significant at the 0.05 level (2-tailed).

Table 8 . ANOVA

Model 1	Sum of Squares	df	Mean Square	F	Sig
Regression	19.565	10	1.956	11.467	000 <sup>a</sup>
Residual	15.185	89	0.171		
Total	34.75	99			

Table 9. Correlation Coefficient of the variables

Model	Un-Standardized Coefficients		Standardized Coefficients		Sig
	B	Std.Error	Beta	T	
(Constant)	-0.442	0.319		-1.384	0.17
Number of Business	0.133	0.079	0.168	1.693	0.094
Age of respondent	0.002	0.097	0.002	0.022	0.983
level of Education	0.11	0.063	0.15	1.748	0.084
Business size	0.007	0.017	0.152	1.436	0.096
Prior experience	0.076	0.049	0.177	1.554	0.024
Age of business	0.026	0.017	0.152	1.504	0.136
Need of independence	0.023	0.042	0.042	0.533	0.595
self achievement	0.072	0.036	0.171	2.015	0.047
Network	0.021	0.055	0.031	0.383	0.702
Competitiveness	0.276	0.085	0.276	3.233	0.002

a. Dependent variable: The sum of innovativeness, pro-activeness and risk taking

To test the influence of explanatory variable against the entrepreneurial orientation of women, multiple regression analysis was used. The result of multiple regression analysis for ten independent variables against one dependent variable can be seen in Table 8 and 9. R 0.750 the correlation of ten independent variables with the dependent variable given in Table 9. Similarly R square (0.563) explained variance, is actually the square of the R (0.750). Overall variability of all independent variables over dependent variables (R-square) is observed as 0.563 or 56 %. In other words all the ten independent variables together explain 56 percent of the variance in the perception towards entrepreneurial orientation.

ANOVA Table 8 shows degree of freedom(df) 89, which is calculated as  $(N-K-1)$ , where N (100), is the total number of respondents and K (10) represent number of independent variables. More over in the same Table, results are found to be highly significant as indicated by the F value 11.467 ( $P < 0.05$ ). Thus all of the ten variables, number of business (Bus\_ NUB), age (AGE), level of education (EDU), Prior experience (Pror\_Exp), the size of the business (BUS\_SiZ), Business age since its establishment (BUS\_Age), need of independence motivational factors (PUS\_FaC), Self achievement (PUL\_FaC), Social network (NETWORK), and market availability (Compete) together significantly explain the variance in the entrepreneurial orientation.

Table 9 above, coefficients indicates that among the ten independent variables which has most significant influence on entrepreneurial orientation. It can be stated that highest number in the beta is 0.279 for the availability of market, shows little pressure of market competition, which is significant at 0.002 levels. It may also be seen that the beta 0.177 for prior experience, significant at 0.024 levels, 0.171 needs for achievement motivation, significant at 0.047, number of businesses 0.168, significant at 0.094 levels, and 152 for business size, significant at 0,096 levels respectively. The positive beta weight indicate that if entrepreneurial orientation is to be improved, it is necessary to enhance the level of market availability, related experience, needs for achievement motivation, entering in to new business (diversify) and expand business size (appoint proper an experienced personnel). To conclude, the five independent variables stated above have positive and significant influence on entrepreneurial orientation. The results of this study confirm a prior expectation that the Entrepreneurial orientation, which can be expressed in terms of important improvement in business performance, pro-activeness and risk taking behaviour of business women is influenced by the

simultaneous interaction of many and different socio-economic factors, and characteristics of the resource and support environment. As it is presented in Table 9, out of 17 explanatory variables hypothesized to determine the level of entrepreneurial behaviour of women, 10 were found to be significant. The result showed number of business (Bus\_ NUB), age (AGE), level of education (EDU), Prior experience (Pror\_Exp), the size of the business (BUS\_SiZ), Business age since its establishment (BUS\_Age), need of independence motivational factors (PUS\_FaC), Self achievement (PUL\_FaC), Social network (NETWORK), and market availability (Compete) are significantly associated with Entrepreneurial orientation. The result of the study from the above regression Table 13 shows that unlike different literatures' in developing countries, the availability of market has been found to be the most important opportunity to develop entrepreneurial behavior. Consistence to this and the result of qualitative study, the quantitative measure of multiple regression and Pearson correlation coefficient also tell us the same output. Among the socio-economic variables, diversification of businesses or the tendency to own more than one business has been found to be positively related with the entrepreneurial orientation of women. This could be largely comes from the innovative ability of women and because of their intention to spread risk. The direction of the effect is consistent with what has been hypothesized.

The size of the business which was measured in terms of the number of employees is positive and highly significant. This means larger firms are more likely to participate in innovative activity. The positive effect of size indicates the resource advantage of larger firms over smaller ones, it is consistence with the theory of resource based view and previous studies (Robinson, 2008). Business age is also positive and significant. This study established that the older enterprises were more likely to introduce new innovation and act proactively and more of risk taker. This finding is consistent with Mulu (2009) and at variance with results reported in Salavous and Loiukas (2003) that age of the firm is not associated with the entrepreneurial orientation of the firm. Differences in opinion are mostly likely as a result of the different samples used or different in the country context. Owner age is negative and significant: the older the age of women business operator, the less likely they are to innovate and less likely to act proactively and are risks averse. This is consistent with the Hausman (2005) finding and might be explained by the fact that older entrepreneurs are also more risk averse than young entrepreneurs. Among the human capital

variables education and prior experience are found to affect entrepreneurial orientation of women positively and significant. Individual with high level of education are more likely to engage in entrepreneurial activities. An individual with more work experience, higher level of education more knowledge of the market and business practice is more likely to be able to identify an opportunity for starting business(Wit and VanWinden, 1989).

The need for independence and self achievement motivational factors were found to be positive and significantly correlated with the entrepreneurial orientation of women. The theories most commonly explained different motives behind why women start a business are a combination of pull and push factors( Hansmark,1998). According to this theory, the need for self achievement always associated with entrepreneurial motivations. Push factors are related to necessities such as unemployment, glass ceiling, redundancy, financial reasons, dissatisfaction with being employed or the need to be independent and to accommodate work and home roles simultaneously. Pull factors refers to need for achievement, financial reasons (desire for profit-wealth), personal development, self fulfillment, social status and power (Hansemak, 1999). Participation in business related would improve entrepreneurial orientation of women and there by improve business performance. This is because business related networks are generally driven by the need to find solutions to shared problems and therefore tend to generate positive externalities. They could also derive from the need to solve specific business problems such as difficulties in accessing financial services. In this study, Social network was found to be positive but not significant. However, from focus group discussion, networking was found to be very important to the success of business and it is identified as one of the key ways to strengthen women's enterprises as it can provide access to information, new customers and suppliers.

Family background influence may affect the decision of women to start up business. Aristotle University (2002) argues that 41 percent of women business operators come from a business-owning family, mainly a spouse or father with entrepreneur. However, in this study social network was found to be not important in its relation to the entrepreneurial behavior of business women. The study result showed that credit and training were significant and negatively related with entrepreneurial orientation. This is obvious, given that 92 percent and 90 percent of the business in the sample have never received credit and training respectively from the formal market and support institutions. Consequently, they largely depend on the informal network such as

relatives and friends as well as credit from wholesaler.

#### 4. Conclusion and Recommendations

Women are making business as a means of simultaneously meeting career needs and providing support for their family. What they earn is mostly spent for the benefit of the entire family. Another key motivating force for women was to be self-supporting and somehow independent from depending so much on the spouse. Among the key success factors were that generally, women business owners in the study area were received substantial family and spouse support at start up and in the course running their business. Other factors include availability of markets, and resource suppliers. A number of challenges face women business operators. They include: lack of information, lack of financial and working place, inadequate management skill and lack of formal support including policy awareness. From the result of the study, many women unaware of credit sources and other business support services. The overall implication of this study is that since women business operators appear to be playing a major role in the economy of the country, besides uplifting the lives of their families, especial effort is needed to develop entrepreneurship. Hence, appropriate and sustained interventions targeted to the women enterprise operators need to be developed and implemented. The women business owners themselves will be expected to more specifically identify the area of critical support and be involved in the development of suitable program.

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