

Motivation and Its Influence on Entrepreneurial Activities

Dr. Kh. Tomba Singh¹ and Dr. Nongmaithem Dadina Devi²

Abstract

Entrepreneurship plays a significant role in the economic development of the nation. The present research paper tries to find the relationship between the characteristics of entrepreneurs and their success and also tries to find out the motivational factors of entrepreneurs in Manipur. The data were collected from 207 entrepreneurs in SMEs sector of Manipur. Descriptive statistics, factor analysis and regression analysis were used to achieve the objectives. The study also shows the educational qualification of the respondents and success has significant relationship. The study also depicted that most of the enterprise are of the age of 6 years and more. The success and longevity of the enterprise have significant relationship. The study further shows that need for increasing income is the most important factor that motivates entrepreneurs to start their own enterprise. Family member security was also one of the important factors that motivate entrepreneurship in the study area.

Key words: Entrepreneurship, economic development, factor analysis and regression analysis.

1. Introduction

Entrepreneurship plays a very important role in wealth- creation and employment generation. The entrepreneur who implements 'new combinations of means of production' plays a crucial role in generating the conditions for increasing opportunities for employment; additional wealth creation; introduction and dissemination of new methods and technology; and overall economic growth. Entrepreneurship depends on individual motivations, individual experiences, socio-cultural (including family) traditions, educational

opportunities, availability of relevant skills and attitudes, supporting financial institutions and access to credit, existence of commercial trading centres, supporting infrastructure including trade routes with efficient transport and communication facilities, macro-economic environment and overall political stability. The concept on entrepreneurship is an old and complex phenomenon. It relates to the entrepreneur, his/her vision and its implementation. Entrepreneurship introduces a critical element of dynamism into an economic system.

¹Associate Professor, Department of Commerce, Manipur University (A Central University), Canchipur, India.

²Project Fellow, Department of Commerce, Manipur University (A Central University), Canchipur, India.

The concept on entrepreneurship is an old and complex phenomenon. It relates to the entrepreneur, his/her vision and its implementation.

Entrepreneurship introduces a critical element of dynamism into an economic system. Entrepreneurship is a multidimensional term that is extremely difficult to define (**Carree and Thurik, 2005**). Entrepreneurship is a fundamental concept linking different academic disciplines – notably economics, sociology and history. Development of entrepreneurship has become more acceptable in social terms and is regarded as an activity that brings satisfaction from the economic aspect (**Murphy et al., 2006**). The most recent and authentic definition of entrepreneurship with special reference to India is given by the **National Knowledge Commission (NKC: 2008)** of India. NKC defines entrepreneurship as the professional application of knowledge, skills and competencies and/or of monetizing a new idea, by an individual or a set of people by launching an enterprise *de novo* or diversifying from an existing one (distinct from seeking self-employment as in a profession or trade), thus to pursue growth while generating wealth, employment and social good’.

Manipur, one of the seven sisters of the North Eastern Region of India, is a small state with the State Capital at Imphal. The word Manipur literally means “a jewelled

land” is a charming place encircled by nine hill ranges on all sides with a small and beautiful oval shaped valley at the centre. Manipur has a geographical area of 22,329 sq. kms. which constitutes 0.7% of the total land surface area of India. In 1998, there were about 9247 units, with a total employment of 47,157 persons and a total investment of Rs. 33.84 crores. It has been increased to 60625 units with the investment of Rs. 528.53 crores and the employment of 173663 persons in 2007-08. It shows an increase in industrial unit in the state but the performance is not satisfactory. Entrepreneurship should be encouraged in Manipur to increase employment opportunities and to increase the livelihood of the people. The present study is conducted to show the characteristics of entrepreneur in SMEs sector and also studies the factors that motivate entrepreneurs to start their own enterprise.

2. Review of literature:

The urge to achieve others is the forceful psychological factor which is an essential characteristic in almost entrepreneurs. Entrepreneurs are willing to work hard and to achieve excellent despite the challenges and threats in the environment. The high needs of achievement presents in the entrepreneurs drive them to excel others. And strive to achieve the goals which are

difficult to achieve by other ordinary people. The strong need to be independent or autonomous individual is another driving force associated with the entrepreneur. They dislike controls from outsiders. Entrepreneurs also like to see the problem solved through their involved efforts. They do not like to avoid the problems but like to be effective and instrumental in solving problems. For an organization to be successful, **Ayadurai and Ahmad (2006)** believe that the entrepreneur must possess characteristics which are innovative, creative, far sighted, never give up attitude, and independent as well as good network. **Stefanovic, Prokic and Rankovic (2010)** study indicated that motivational factors viz. greater business achievement, independence factor, intrinsic factor and job security factor of entrepreneurs are generic in developing countries. The study also showed that there was a lack of motives concerned with sustainable development of enterprise in a long run. **Jesuranjan (2011)** made a study on the women entrepreneur motivating factors in Tirunelveli District and the study revealed that economic independence and challenge provides the maximum insight of motivational factors. The study also revealed that motivational forces of entrepreneurs significantly influenced by market potential, family background and uses of funds. **Alam (2011)** pointed out that

family support, social ties and internal motivation have positively and significant effect on the success of women entrepreneurs in the small business of Southern Region of Malaysia. **Shabbir and Gregorio (1996)** conducted a study of potential businesswomen in Pakistan to investigate the motivational factors behind their decision to start a new business venture. The study reveals that they are mainly motivated by personal freedom, security and satisfaction. The other studies conducted in less developed countries reveal that employment and increase in income are the major motivational factors behind starting the business ventures (**Roy and Wheeler, 2006**). The motivational factors may vary among different regions of the same country (**Benzing, Chu, and Callanen, 2005**). The entrepreneurs in major cities and relatively developed regions are generally motivated by their intrinsic needs while the entrepreneurs in country side areas are generally motivated by their extrinsic needs. Personal security and family security are also among the major factors that play motivational role for the entrepreneurs to start a new venture (**Swierczek and Ha, 2003**). **Benzing, Chu and Kara (2009)** suggest that the motivational factors can be divided into four categories i.e. (1) economic factors, (2) independence, (3) internal satisfaction, and (4) personal and family security. The

economic situation in Pakistan may lead to a general perception that the major motivations of the small entrepreneurs would include financial aspects. High achievement motivation has been associated with some aspects of venture performance (**Begly & Boyd, 1987**). **Stewart et al. (1998)** also reported that entrepreneurs were higher in achievement motivation than both corporate managers and small-business owners–managers. **Estaw (1991)** asserts that experience is the best predictor of business success, especially when the new business is related to earlier business experiences. Entrepreneurs with vast experiences in managing business are more capable of finding ways to open new business compared to employees with different career pathways. Typically, this experience is gained from parents, role models, or job experiences in small organizations. Undertaking the role of an apprentice helps the entrepreneur to develop a future strategy for establishing a personal venture. **Carter et al., (2004)** study indicated that perhaps the most popular reason for starting a new business, financial success involves reasons that describe an individual's intention to earn more money and achieve financial security. **Cromie (1985)** study found that the need for autonomy and more money were more important motivating factors

for women entrepreneur. **Hussain & Yaqub (2010)** revealed that the major motivation behind entering into the micro-business venture was self-employment. Employment of family member is also an important factor that motivates the micro-entrepreneurs to launch a venture. **Kalyani & Kumar (2011)** made a study on motivational factors and entrepreneurship. It revealed that emerging role of women in modern entrepreneurial ventures. The most important factor that influences any new business entrepreneur is the amount he or she needs to be invested in a new business venture. The requirement of capital for a business venture is same for all kind of businesses and it is not different from Small and Medium Sector Business Ventures. Assessing success is somewhat complex due to a deficiency of agreement what comprises entrepreneurial success. Success can be measured in term of economic and non-economic factors. Business performance literature has said that financial performance is an important indicator of business success. **Paige and Litetrel (2002)** defined success as an intrinsic criteria which include freedom and independence, controlling a person's own future, and being one's own boss; whilst extrinsic outcomes are, among others, increased financial return, personal income, and wealth. Non-economic or

subjective performance of small businesses has been granted importance in entrepreneurship studies (**Brown & Hunlon, 2005; Dess & Robinson, 1984 & Huang, 2008**). They suggest that subjective measure is as good as objective or economic measure with proven convergent and discriminate validity in entrepreneurship field of research (**Dess & Robinson**). Indrati and Langenberg (2010) conducted a survey to identify success factors of Indonesian SMEs and the analyses concluded that education and source of capital were significantly related to business success. The study also revealed that capital access marketing and technology were determinants of business success, while legality was burden of business success.

3. Methodology

In order to realise the objectives of the present study, an in-depth study has been made. The type of research followed in the present study is descriptive in nature as to portray the status of entrepreneurs and enterprises availing in Manipur and also to find out the motivational factors of entrepreneurs in starting their enterprise. The stratified random sampling method was used to construct the sample used for the study. Entrepreneurs of the SMEs were the respondent.

3.1 Objectives

1. To examine the demographic profile of entrepreneurs in Manipur.
2. To analyse the factors motivating entrepreneurs in Manipur.

3.2 Null Hypothesis

Ho1: there is no relationship between the degree of success and profile of entrepreneurs

Ho2: all the factors of motivation are not equally important to the entrepreneurs

3.3 Population and Sample size

The study covered all the nine districts of Manipur. Enumerators were appointed to distribute the schedule, and 239 questionnaires were answered and returned by the respondents. The process of data collection was monitored by the researchers. Based on the research goal, only 207 sets of questionnaires were usable for further analysis and were used as the primary data in the present study.

3.4 Study Instrument

The data were collected using interview schedule. The instrument used in the interview schedule was developed through a thorough literature review, mainly based on the study conducted by Stefanovic, Prokic & Rankovic (2010) and several

items were developed by the researcher in order to realise the research's objective. The questionnaire consists of three parts. The first part comprised of information related to entrepreneurs and their success level, second part comprised of information related to SMEs and the third part comprised of items related to motivational factors in starting their enterprise. Every item used a 5- point Likert Scale ranging from (5) strongly agree to (1) strongly disagree. To test the reliability of the items used for the analysis, reliability test has been conducted. The value of the Cronbach's alpha is .653, we can conclude that the data has a good reliability

3.5 Statistical techniques

Data analysis methodology used in the present study is descriptive. The data collected was tabulated and analysis has been made. The results of the first and second part of the schedule were processed with simple statistical methods like percentage, mean and standard deviation. To measure the success, qualitative method was used. The respondents were asked to rate degree of the success of their enterprise. The present study follows the model used by to achieve the 2nd objective of the present study, factor and regression

analysis were used. Principal- components method of factor analysis was used in the present study. For rotation of the variables, varimax method has been performed. After factor analysis, "Enter" method of regression analysis has been used to shows the degree of impact of the motivational factors on overall motivational behaviour.

4. Finding and discussion

In this section, we will analyse and discuss the result of the data according to the objectives.

4.1 General profile of the respondents:

This section shows the profile of both the entrepreneurs and the enterprises. However, Table 1 shows the profile of the sample entrepreneurs. Table 1 shows that out of the 207 sample respondents, it is found that maximum of the respondents are male which accounted for 63.8%. Regarding the age of the respondents 42% respondents are in the age group of 41-50, followed by 22% respondents in 31-40 age group. Respondents included in the study includes 44% graduate and 23.2% of respondents have their educational qualification upto higher secondary. Regarding the type of family, it is found that 42.5% belongs to joint family.

Table 1: Profile of entrepreneurs

Sl. No.	Characteristics	Category	Frequency	Percentage
1	Gender	Male	132	63.8
		Female	75	36.2
2	Age	25-30	16	7
		31-40	60	22
		41-50	87	42
		51-60	31	14
		61 and above	13	6
3	Educational qualification	Primary	11	5.3
		High school	26	12.6
		Higher secondary	48	23.2
		Graduate	91	44
		Post graduate	21	10.1
		Professional	10	4.8
4	Family types	Nuclear	78	37.7
		Joint family	88	42.5
		Extended family	41	19.8
5	Average hours committed for business per day	Less than 5 hrs	8	3.9
		6-8 hrs	77	37.2
		9-11 hrs	86	41.5
		More than 11 hrs	36	17.4

Source: Authors' own

Table 2 shows the profile of the sample enterprises using frequency and percentage. Regarding the age of the enterprise it is found that 36.2% enterprises are in the age group of 10yrs

and more which is followed by enterprise in the age group of 6-10 years.84.1% of the enterprises are registered under sole proprietorship.

Table 2: Profile of enterprise

Sl. No.	Characteristics	Category	Frequency	Percentage
1	Age of the enterprise	Below 2 yrs	13	6.3
		3-5 years	52	25.1
		6-10 yrs	67	32.4
		More than 10yrs	75	36.2
2	Type of business	Sole proprietorship	174	84.1
		Partnership	18	8.7
		Private company limited	5	2.4
		Co-operative	8	3.8
		Others	2	1
3	Type of industry	Handicrafts	30	14.5
		Handloom	57	27.5
		Agriculture and allied	10	4.8
		Service	31	15
		Food and beverage	22	10.6
		Minerals	5	2.4
		Manufacturing	52	25.1
4	Origins of business	Purchased	45	21.7
		Founded	120	58
		Inherited	37	17.9
		Others	5	2.4
5	Sources of start-up capital	Owned capital	97	46.9
		Commercial banks	40	19.3
		Family members	31	15
		Friends	24	11.6
		Others	15	7.2

Source: Authors own

Table 2 also shows the sample enterprises distributing over the main economic sectors, 27.5% firms are in handloom, 25.1 percent are in manufacturing sectors while 14.5% firms are in handicraft sector. It can be seen that maximum firms (42%) are in handloom and handicraft sector. Regarding the origin of the enterprise, 58% of the enterprises are founded by the sample entrepreneurs themselves. 46.9% enterprises were started by the sample entrepreneur with their own capital and 19.3% enterprises were started with the loan from commercial banks.

The researchers further conducted Chi square analysis to shows relationship between success and characteristics of entrepreneurs and enterprise.

In the present study area, it is found that age of entrepreneurs, gender and educational qualification of the entrepreneurs has significant relationship with the degree of success. The study inferred that average hour committed by entrepreneurs for their business has no significant relationship with the degree of success. Significant relationship of education qualification and success in the present study is same with the study done by Indrati&Langenberg (2005) while other results are not same.

The study also reveals that length of business, type of business and source of capital have significant relationship with the degree of success. Type of industry and origin of enterprise are not significant with the degree of success for the sample. Result of origin of enterprise and sources of capital is similar with the result of Indrati&Langenberg (2005) while the result of age of enterprise is not same.

5.Factors motivating entrepreneurs in starting the enterprise:

In the present study, the researcher has reviewed literatures relating to motivating factors and identified 12 attributes that can motivate entrepreneurs in starting the business. The respondents were requested to express their opinion on the influence of those attributes on a 5point Likert-scale. The mean and standard deviation of each attribute are shown in Table 3. The calculated mean score is divided into high, moderate and low motivating factors. In the present study, it is found that the most important reason to start the enterprise is to increase their income. This result is accomplished with the result of Stefanovic(2010). To be my own boss, to increase the income, to gain public recognition, to provide job for family members, for own satisfaction and growth, to have greater freedom to adopt own approach to work and to challenge myself

are attributes which have high motivating factors for starting the business. To be able to develop previous experience and training, to build a business to pass on, was dissatisfied with previous job, wanted to follow the example of someone I admired and wanted to continue a family tradition are attributes that have moderately motivate entrepreneurs in starting the business in the study area.

As stated above in the methodology, factors analysis has been made. A Kaiser-Meyer-Olkin measure of sampling adequacy was 0.644 and Bartlett's Test of Sphericity was significant at 0.000. The value KMO is greater than 0.5. So this implies that the factor analysis for data reduction is effective in this present study. Table 3 also shows the factor analysis that lead to four factors, which accounts for 57.43% of the total variance. The factors are family concern factor, greater business achievement factor, independence factor and intrinsic factor. The first factor is referred as "**family security**" consists of motive attribute 10, 11 & 12. This implies that concern about their family and to follow someone they admires motivate

entrepreneurs. This factor explains about 21.71% of the variance.

The second factor is referred to as "**greater business achievement factor**". It consists of motives 2, 3, 4 & 5. This implies that entrepreneurs are motivated to increase their income and also to develop their previous experience. Entrepreneurs believe that increasing their income by starting their own enterprise is the way to fight unemployment problem prevailing in Manipur. This factor explains 14.71% of variance.

The third factor is referred as "**independence factor**". It contains motives 7, 8 & 9. Entrepreneurs want to have more freedom and challenge themselves. This factor accounts for 11.83% of variance.

The fourth factor is named as "**intrinsic factor**" that consists of motives 1 & 6. This factor accounts for 9.18% of variance. This signifies that entrepreneurs need to be their own boss and to achieve a significance level of satisfaction and growth.

Table 3: Mean, Standard Deviation, Principal component factor analysis, factor loadings and communalities for motivation attributes

Sr. No	Factors	Mean	S.D.	Factor 1	Factor 2	Factor 3	Factor 4	Communalities
1	To be my own boss.	4.15	.915	.133	.137	.028	.808	.690
2	To be able to develop previous experience and training.	3.95	.805	-.157	.315	.246	.248	.246
3	To increase the income	4.51	.573	-.188	.668	.111	.112	.506
4	To gain public recognition	4.09	.712	.095	.745	-.031	-.206	.608
5	To provide job for family members.	4.19	.736	.171	.723	-.153	.133	.592
6	For own satisfaction and growth.	4.13	.905	.021	-.074	.082	.838	.715
7	Was dissatisfied with previous job	3.95	.907	.446	.255	.451	-.012	.468
8	To have greater freedom to adopt own approach to work.	4.16	.812	.032	-.124	.844	.094	.737
9	To challenge myself	4.05	.923	.263	-.012	.723	.025	.593
10	To built a business to pass on.	3.09	1.020	.448	.219	.356	.133	.393
11	Wanted to follow the example of someone I admired	3.31	.956	.806	-.054	.036	.103	.665
12	Wanted to continue a family tradition	3.01	1.119	.803	-.080	.160	-.025	.678
	% of variance			21.71	14.71	11.83	9.18	

Source: Authors own

5.1 Relationship between motivational factors and the overall motivational behaviour entrepreneurs:

After finding out the factors involved in starting business enterprise, the next step is to find out the relationship between the motivational factors and the overall motivational behaviour of entrepreneurs in the study area.

Table 5 shows the result of linear regression analysis between the motivational factors and the motivational behaviour. In model 1, the co-efficient of determination (R^2) was 0.550 indicating that 55% of variation in the motivational behaviour of the entrepreneur can be explained by “**family security factor**” included in the model. The co-efficient determination (R^2) in the model 2, 3&4 were 0.23, 0.509&0.259 respectively. The F-value in all the four (4) models indicates that the regression was significant at one % level and it is valid to draw inference.

The regression analysis predicted in Model 2 also inferred that motivational behaviour of entrepreneurs was significantly influence by “**greater business achievement factor**”. One percent increase in the factor 1keeping all factors constant will increase the motivational behaviour of the entrepreneurs by 23%.

In Model 3, R^2 of the “**independence factor**” also indicates that 50% of the variation in motivational behaviour is explained by independence factor. One percent increase in the factor 1keeping all factors constant will increase the motivational behaviour of the entrepreneurs by 50%.

We can also see from the model 4 that the motivational factor of entrepreneur was also influenced byintrinsic factor. The co-efficient of R^2 was 0.259 which indicated that 25% of the variation in the motivational behaviour is explained by factor 4. One percent increase in the factor 1keeping all factors constant will increase the motivational behaviour of the entrepreneurs by 25% from the mean value.

The result also shows that family security, greater business achievement, independence and intrinsic factors have a significant relationship with the overall motivational factor. It also indicates the Beta values that allow researchers to make comparisons regarding the relative importance of the independent variables. Based on the values, family security factor (beta=0.741) has a greater impact followed by “independence factor” (beta=0.713) which is then followed by “intrinsic factor” (beta=0.509) on overall motivational behaviour and “greater

business achievement factor” (beta=0.480) behaviour of entrepreneur in the study has least impact on the motivational area.

Table 4: Mean & standard deviation of the factors

Factors	Mean	Standard Deviation
Factor 1	3.135	.780
Factor 2	4.183	.448
Factor 3	4.053	.660
Factor 4	4.137	.770
Overall mean	3.881	.399

Table 5: Regression analysis of the factors

Model	R	R Square	beta	t	F	Sig.
1	.741(a)	.550	.741	15.816	250.160	.000
2	.480(b)	.230	.480	7.829	61.294	.000
3	.713(c)	.509	.713	14.574	212.411	.000
4	.509(d)	.259	.509	8.474	71.810	.000

Dependent variable: overall motivational behaviour

- a. Predictor: (Constant), family concern factor
- b. Predictor: (Constant), greater business achievement factor
- c. Predictor: (Constant), independence factor
- d. Predictor: (Constant), intrinsic factor

6. Conclusion

The study focussed on a brief profile of entrepreneurs; enterprise and factors that motivate entrepreneurship. From the

present study we can conclude that maximum of the sample entrepreneurs are male and most of the entrepreneurs are in the age group of 31-50 yrs. Women should

be encourage to take up entrepreneur by giving proper training. The study also shows the educational qualification of the respondents and success has significant relationship. The study also depicted that most of the enterprise are of the age of 6 years and more. The success and longevity of the enterprise have significant relationship. The study further shows that need for increasing income is the most important factor that motivates entrepreneurs to start their own enterprise. Family member security was also one of the important factors that motivate entrepreneurship in the study area. So, from the results the concern authority can take up necessary steps to boost entrepreneurship in the state of Manipur. By motivating youth to become entrepreneurs, unemployment problem prevailing in the state can be solved and economic conditions of the people can be improved.

References:

1. Alam, Syed, Shah; Mohd, fauzi and Omar, Nor, Asiah (2011). An empirical study of success factors of women entrepreneurs in Southern Region in Malaysia. *International Journal of economics and Finance*, vol. 3, No.2, pp.166-175.
2. Ayadurai, S. and Ahmad. W.R. (2006). *The outreach of support programs for bumiputar's entrepreneurs in SMEs: Evidence from Malaysia*. [www.sbaer.uca.edu/research/icsb/2001/F-3-1/F-3-3.pdf]
3. Begly, T., & Boyd, D. (1987). Psychological characteristics associated with performance in entrepreneurial firms and small business. *Journal of Business Venturing*, Vol. 2, pp.79-93.
4. Benzing, C., Chu, M., and Callanan, G. (2005). Regional comparison of the motivation and problems of Vietnamese entrepreneurs. *Journal of Developmental Entrepreneurship*, Vol.3, pp. 3-27.
5. Benzing, C., Chu., H. M., and Kara, O. (2009). Entrepreneurs in Turkey: A factor analysis of motivations, success factors, and problems. *Journal of Small Business Management*, Vol.47, No.1, pp. 58-91.
6. Brown, T.C. & Hanlon, D., (2005). Validation of effective entrepreneurship behaviors. *Academy of Management Proceeding*, pp. 6.
7. Brown, T.C. & Hanlon, D., (2005). Validation of effective

- entrepreneurship behaviors. *Academy of Management Proceeding*, pp. 6.
8. Carree, M & Thurik, R. (2008). Understanding the role of entrepreneurship for Economic Growth. *Entrepreneurship Economic Growth*, Vol. 134, No.2, pp. 68-78.
 9. Carter NM, Gartner WB, Shaver KG, Gatewood EJ. (2004). The career reasons of nascent entrepreneurs. *Journal of Business Venturing*, Vol. 18, No. 1, pp. 13–39.
 10. Cromie, S. (1985). The Entrepreneurial Personality: A Few Ghosts Laid To Rest? *International Small Business Journal*, Vol. 3, pp. 43-53.
 11. Hung, Daisy, Kee, Mui et al. (2010). A preliminary study of top SMEs in Malaysia: key success actor vs government support program. *Journal of Asia Entrepreneurship and Sustainability*, vol. VI, No.1, pp. 111-120.
 12. Hussain, Dildar & Yaquab, Zafar, Muhammad (2010). Micro-entrepreneurs: Motivations Challenges and Success Factors. *International Research Journal of Finance and Economics*, Vol. 56, pp. 22-28. [Available at <http://www.eurojournals.com/finance.htm>]
 13. Indrati, Nurul & Langenberg, Marja (2010). *Factor Affecting Business Success among SMEs: Empirical Evidences from Indonesia*.
 14. Jesurajan, Vargheese, Anthony and Gnanadhas (2011). A study on the factors motivating women to become entrepreneurs in Tirunelveli district. *Asian Journal of business and Economics*, vol. 1, no. 1, pp. 1-14.
 15. Murphy, P., J.; Liao, J. & Welsch, H. P. (2006). A conceptual history of entrepreneurial thought. *Journal of Manage History*, Vol. 12, No. 1, pp. 12-25.
 16. Paige, R., & Littrell, M. (2002). Craft Retailer' Criteria for Success and Associated Business Strategies Business Strategies. *Journal of Small Business Management*, Vol. 40, No.4, pp: 314-331.
 17. Roy, M. A., and Wheeler, D. (2006). A survey of micro-enterprise in urban West Africa: Drivers shaping the sector. *Development in Practice*, 16(5), 452-464.

18. Shabbir, A., and Gregorio, S. D. (1996). An examination of the relationship between women's personal goals and structural factors influencing their decision to start a business: The case of Pakistan. *Journal of Business Venturing*, Vol. 11, No.6, pp.507-529.
19. Stefanovic,Ivan; slobada,Prokic and Rankovic, Ljubodrag (2010). Motivational and success factors of entrepreneurs: the evidence from a development country. *Zb.Rad. EkonfakRij*, Vol 28, no.2, pp. 251-269.
20. Swierczek, F. W., and Thai, T. H. (2003). Motivation, entrepreneurship, and performance of SMEs in Vietnam. *Journal of Enterprising Culture*, Vol. 11, No. 1, pp. 47-68.