

MOTIVATIONAL FACTORS OF WOMEN ENTREPRENEURSHIP IN MALAYSIA

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ABSTRACT: *Women historically have little access to traditional forms of business ventures. But these days, women's entrepreneurship has been spoken everywhere in each part of the world. In relation to the phenomenon, it is necessary to identify the factors that motivate women into entrepreneurship. Hence, this study is basically aimed to identify the motivational factors of women entrepreneurship based on psychological needs. By adapting quantitative method, the data for this study was collected from 128 Malaysian women entrepreneurs using the questionnaires distributed through group-administered and self-administered surveys. The data was statistically analysed to achieve the objective of the study. Based on the result, need for affiliation is the most motivated factor of the women entrepreneurs in Malaysia. This finding is related to the natural behaviour of women and how it affected the psychological need. The impacts of need for affiliation had been discussed further by referring to previous researches and relate to the current scenario of women entrepreneurial activities in Malaysia.*

Keywords: *Women entrepreneurship; Motivational factors; Psychological needs; Malaysia*

INTRODUCTION

In the recent years, women play an important part in entrepreneurial activity. Increasing numbers of women starting in business have not only occurred in developed countries, but have also been seen in many other developing countries including Malaysia. In the last 40 years, there has been an increasing number in self-employed females in most of the countries, same goes with the women entrepreneurs. However, the number of females involved with entrepreneurial activities still lag behind male [1]. This is also proven based on research [2] in Global Entrepreneurship Monitor Report 2004 indicated that women are less involve in business compare to the men in term of numbers. Even though, the numbers are increasing by years, men are still dominant in self-employment or entrepreneurship area.

The reasons that may cause this existence are the needs and motivation driven factor of women in entrepreneurship. Some previous researches [3,4,5] concluded that the motivation to start a business does not differ between men and women entrepreneurs, despite it lies by different goals and different meanings of necessity and opportunity. Woman's needs are always unique compared to man in most of social movement including in venturing into business. Nevertheless, the motivation and hinders in women entrepreneurial process is not much known [6].

To bridge the gap, this study was conducted to explore the primary motivation of the women to get involve in entrepreneurship. The study would result on the motivational factors of women entrepreneurship based on psychological needs and the importance of the needs. Within the research of psychological need in entrepreneurship, four variables are measured; need for achievement, autonomy, affiliation and dominance based on Manifest Needs Questionnaire by Steers and Braunstein [7].

LITERATURE REVIEW

A business will neither start up nor succeed without motivation [8]. The first step to understand women entrepreneurship is to understand their motivation [9]. It has become essential effort to enhance comprehension of the motivational factors that relates with the new venture creation in a nation such as Malaysia where the government has been

concerned to promote, support and develop local business society among Malaysian women [10].

Theoretical Framework

The main motivators of female and male entrepreneurs are about similar which are; the need for achievement, job satisfaction, economic payoffs and independence [5]. According to Hisrich and Brush [11], "push" and "pull" factors influenced women's entrepreneurial motivation and become the reasons for women to start businesses. Based on this study, "push" factors are incorporating dissatisfaction and fatigue in past occupations while "pull" factors are, for example, self-governance and autonomy. Chaganti [12] has extended the findings and support [11] that frustration in job, service needs, having an attractive business idea, a desire to be their own boss, a desire to make it on their own and build something of their own, and monetary success are some reasons for women setting-up businesses.

A quantitative approach was used to identify four factors of businesswomen motivation; recognition, independence, learning, and roles [13]. Later research have identified the women's motivation in seven factors: need for approval, need for independence, need for personal development, welfare considerations, perceived instrumentality of wealth, tax reduction, and follow the role models [14]. These findings have furthered discussed by Carter [15] with five categories of entrepreneurship reasons; innovation, independence, recognition, roles, and financial success, adding self-realization as a sixth factor [4]. However, there is an opinion that women do not enter business for financial gain but to pursue intrinsic goals, such as independence and the flexibility to interface family and work commitments [16]. A similarity to that in which the financial and wealth do not affect much of motivation of women entrepreneurship, a study [17] suggested that women started their own businesses from a desire for self-determination and for career challenge. Besides, the study also included that other driven factors are expectation on the corresponding respect, recognition, and self-esteem that both self-determination and challenge provide.

According to Luehrsen [18], many female owned businesses were launched out of a desire to run a company of their own.

Other interesting factors discussed in [19], women were encouraged with intention of making a difference; being more client-focused, ethical in operation and making social contribution have made them pursue a venture towards business.

Conceptual Framework

There have been a number of empirically-based researches to describe the attributes of entrepreneurship in terms of traits, social psychological and behavioural approaches [20]. Focusing on psychological approaches, Manifest Needs Questionnaire (MNQ) developed by Steers and Braunstein [7] is furthered as parameter to measures the four needs of power, achievement, affiliation and autonomy. The need for power is defined as the desire for control over one's environment; the need for achievement is the desire to excel; need for autonomy is the desire to be independent [21] and the need for affiliation reflects an individual's desire to associate oneself with bigger group.

In the context of entrepreneurship, the MNQ concept has been utilised in some entrepreneurial studies including the study of motivational factor of women entrepreneurs in Singapore [9]. Her study looked at the impact of four psychological needs which are achievement, affiliation, autonomy and dominance on a woman's choice in becoming an entrepreneur rather than being an employee. The 'need for dominance' is however has been chosen to replace 'need for power' from original MNQ by Steer and Braunstein as both concepts share similarities. Figure 1 indicates the four needs concept in MNQ.

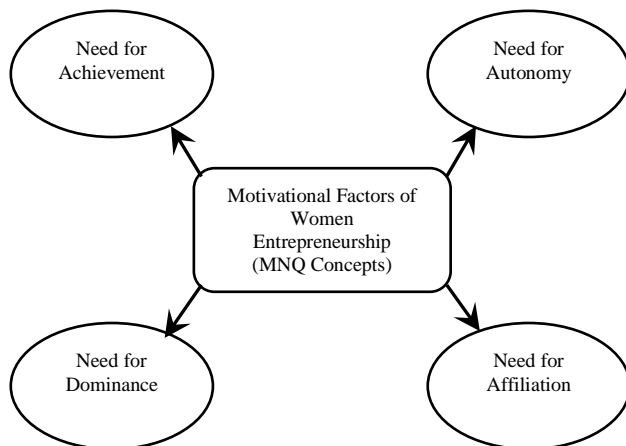


Figure 1: Conceptual Model adapted from Manifest Need Questionnaire (MNQ) by Steers and Braunstein [7]

Need for achievement

The discussion correlates with McClelland's theory of needs that discussed, people with high need of achievement seek to excel and tend to avoid both low risks and high risks situation. Another description of need for achievement is the wish to fulfil oneself, to put one's knowledge, skills and capabilities to the maximum use [22]. Based on the research [23], the strongest motivation for women to start up their own business were self-achievement and independence while job satisfaction, economic necessity and security were the weakest motivators. According to [24], self-achievement is

the prominent factor as motivation for women, expressed in term of challenge and willingness for them to see if they could create or manage the profitable venture of their own.

Achievement relates to the ability of entrepreneurs to know how they are progressing as businessmen, and the belief that they can overcome challenges [20]. It is proven in the finding of research [25] regarding significant positive correlation between need for achievement and entrepreneurial success. Empirical evidence on the push and pull factors revealed that women entrepreneurs in the developed countries were motivated by the need for achievement [24]. Therefore, McClelland [26] emphasized that entrepreneurial roles are characterized as having a greater degree of these task attributes than other careers; thus, it is likely that people high in need for achievement will be more likely to pursue entrepreneurial jobs than other types of roles.

Need for autonomy

Autonomy is often being resemblance to independence since it refers to the freedom to make self-owned decisions. In term of entrepreneurship, autonomy gives a sense of ownership with regard to the choices made and the choices can be prioritized according to the values. According to Murray [as cited in 9], the needs for autonomy are for those who wish not to lead or to be led, those who have their own way in managing and uninfluenced by others. They are generally lean toward the self-coordinated work, think less about others' feelings and opinion, and prefer to make their decisions on their own [27]. Being independent are also considered as critical factors that motivate women entrepreneurs [28].

Contrasted with the paid employee, business proprietorship offers individuals a more prominent freedom in directing work and individual lifestyle [9]. A study conducted in Sintok, Kedah exposed that most Malaysian women entrepreneurs are involved in entrepreneurship by force or "pull factors" such as the need for freedom and the urge to try to do something on their own [10]. Mansor [29] uncovered that the psychological factors such as self-satisfaction and the quest for freedom influence women entrepreneurs in Terengganu to endeavour into entrepreneurship. These researches have justified that the promise of flexibility or just being able to do things on their own way has become the ultimate motivation of women entrepreneurs [28, 29, 30]. In exchange, entrepreneurs have to assume greater responsibility to forecast and supervise the business daily operations for enjoying flexibility in leading the work.

Need for affiliation

Affiliation is normally being associated with working environment especially in customer service and client interactive service. As referred to McClellan theory, the people with high need for affiliation would need harmonious relationship and feel accepted by other people. Individual with high needs for affiliation like to be with people, which is a typical behaviour of employees in larger organizations [9]. However, in operating a business, networking is another element that has to be considered. Networking with customers, business associates and suppliers are also included as affiliates. According to Lerner [31], participation in a

women's association had a high significant impact on the profitability of Israeli businesswomen. Their study has reported that women belong to such organizations grown higher profitability than women who did not. The entrepreneurial business associations are functioning in helping to address specific issues, problems, barriers and disadvantages affecting women entrepreneurs.

Priory in study [32] recommended that support systems, mentors, advisors and participation in trade associations are important networks as moral support to business guidance. Further justified in [31] that performance can be enhanced by having a single strong and solid connection with a women's association, learning business abilities and gaining experience in their past involvement. In GEM's women report [33], it is suggested that women should have personal role models and affiliations with them, in order to overcome less positive attitudes, opportunity perception, and fear of failure. Based on reviews, the need for affiliate may have an important influence to the entrepreneurship.

Need for dominance

Dominance as generally brings the meaning of control, rule authority and having quite common likenesses to power. The connection in entrepreneurship, the people who inspired with needs for dominance prefer to control other people and events, thus lead to leadership opportunities. Other than that, dominance in entrepreneurship is also being related as a desire to be own boss. Lee [9] in her survey has proved that women entrepreneurs have higher need for dominance rather than the employees. According to the survey conducted in Estonia, amongst the women's primary motivations for going into business is intention to become financially independent, to create oneself a job and be own boss [22]. Luehrsen [18] studied regarding women-owned businesses that established in the United States over the past fifty years, agreed that intention of becoming their own boss influenced motivation and performance.

In other study by [34], the Finnish women entrepreneurs were supported by a common factor of driving power to make decision. Those ideas have been formerly agreed by [11,12] and discussed further that women are motivated by a sentiment to dominate by becoming their own boss, making decision and construct something on their own, and money related achievement are the motives behind their women setting-up their own businesses. For women entrepreneurs to be in full control, they had to have character of being creative, innovative and risk-taking in order to perform well and sustainable businesses.

METHODOLOGY

Research design

The study is based on quantitative method and a survey using questionnaire was conducted to women entrepreneurs. The design of the questionnaires was fully adopted from Manifest Need Questionnaire (MNQ) by [7] which having four variables of needs which classified into achievement, affiliation, autonomy and dominance.

MNQ has been found to be tested in entrepreneurship study in neighbourhood country, Singapore to investigate the driven motivation of occupational choice amongst Singaporean

women of becoming entrepreneur instead of employee [9]. Even though the MNQ has widely been applied in management research, limited researches were found in entrepreneurship field. In Malaysia, MNQ has been tested to determine the relationship between lecturers' organizational citizenship behaviour and student academic achievement [35] and to investigate the motivation as the predictors of job performance among state government servants [36]. However, MNQ is yet found to be applied in entrepreneurship study in Malaysia.

From the observation of pilot test data, respondents tend to be neutral or uncertain by choosing the mid-point of the scales. Response styles may bias the assessment of true scores by inflating or deflating observed scale scores, which may bias the investigation of relationships between constructs [37]. Previous studies have consistently found that Asian cultures tend to avoid the extreme ends of rating scales and place a greater emphasis on emotional moderation as compared to Western cultures which has caused the tendency toward the mid-point of scales [37, 38]. As to avoid the response style bias, this study has applied 4-point Likert-type scale by removing the mid-point of neutral in the rating scale.

Sampling Design

Non-probability sampling was used as sampling method since the selection in the sample have been identified and purposive, not a random one. The target element of sampling was amongst women entrepreneurs including those who are in progress of business start-up and existing businesswomen. Since the number of element in population is unknown and cannot be identified accurately, therefore the study adapted the mathematical procedure by [39] given by the equation (1).

$$n = \frac{P(100 - P)}{E^2} \quad (1)$$

Where;

n = the sample size required;

P = the per cent occurrence of the state/condition

E = the maximum error required

Assumption is the values obtained by all the samples are distributed normally with some samples having a higher value and some obtaining a lower score than the true population value. In a normal distribution, approximately 95% of the sample values are within two standard deviations of the true population value, there for the maximum error that is allowed to occur is 5%. For the occurrence or also known as variability in the proportion, the occurrence of 50% indicates the maximum variability in a population. Therefore, in determining a more conservative sample 50% is often used so that the sample size may be larger than if the true variability of the population attribute were used. By adopting the formula (1), taken the value for the percent occurrence, P=50%, and the maximum error, E=5%, the sample size, n is obtained in the equation as below.

$$n = \frac{P(100 - P)}{E^2} = \frac{50(100 - 50)}{5^2} = 100$$

Thus, the sample size required for this study was determined at a minimum of 100 respondents. It is also suggested by [40] that each major group or subgroup need a minimum of 100 elements for the sample. According to Kish [41], 30 to 200 elements are sufficient when the attribute has presented the normal distribution. Previous researchers commonly add 10% to 30% to the sample size to compensate for nonresponse surveys. That is why, the number of planned survey or questionnaire was substantially larger than the number required for a desired sample size.

Data Collection

The location selected for the study was a developed region of southern state of Peninsular Malaysia, which is Iskandar Malaysia. Nusajaya is a new administrative capital area of Iskandar Malaysia since it is picking up as a significance business centre point and also its location of close vicinity to Singapore, the neighbourhood country of Malaysia. This region therefore, is favourable place for building entrepreneurship in its foods industry, textile, motels and etc. The target population of this study is the women who are business owner in micro and small enterprises in Iskandar Malaysia.

RESULT AND DATA ANALYSIS

Factor Analysis

128 questionnaires or 51.2% from the total distributed questionnaires were selected and preceded for analysis. In this study, factor analysis with Principal Components Analysis and Varimax rotation are used determine the underlying dimensions of 20 items of psychological needs that contribute to the motivations of becoming women

entrepreneurs. Before the analysis could be executed, there are some guidelines to be deliberated.

1. According to Hair, et al. [42], sample size required to analyse the data in studies using factor analysis is at least five times the items used to measure a variables. With the minimum required 100 respondent for the sample size, the study has been fulfilled this condition.

2. Referring to the output table of correlation matrix, the determinant of correlation matrix should be greater than 0.0001 which if it less, the researcher has to consider of eliminating variables before proceeding. The determinant of this matrix is vital for testing for multicollinearity or singularity. In this case, the determinant value is 0.007, therefore none of variable or item is eliminated.

3. The KMO measures the sampling adequacy which should be greater than 0.5 while a significant Bartlett's test ($P < .05$) were deemed minimum requirements before factor extraction commenced. Kaiser [43] recommended 0.5 as minimum values and KMO value resulted is 0.654. The significant value in Bartlett's Test of Sphericity, $p < 0.05$ has shown that correlation between the items adequately for factor analysis.

The next output in Table 4.1 shows the factors extractable from the analysis with their eigenvalues, the percent of variance attributable to each factor, and the cumulative variance of the factor and the previous factors. The analysis was executed by selecting the eigenvalues greater than one, and the output for Total Variance Explained produced as Table 1.

Table 1: The output for Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.419	17.096	17.096	3.419	17.096	17.096	2.599	12.996	12.996
2	2.563	12.817	29.913	2.563	12.817	29.913	2.488	12.442	25.438
3	1.937	9.683	39.596	1.937	9.683	39.596	2.401	12.006	37.444
4	1.455	7.275	46.871	1.455	7.275	46.871	1.885	9.427	46.871
5	1.218	6.092	52.963						
6	1.194	5.972	58.935						
7	0.946	4.732	63.667						
8	0.891	4.454	68.121						
9	0.833	4.163	72.284						
10	0.760	3.798	76.082						
11	0.720	3.598	79.680						
12	0.642	3.209	82.889						
13	0.609	3.046	85.935						
14	0.566	2.831	88.766						
15	0.498	2.488	91.255						
16	0.467	2.335	93.589						
17	0.378	1.891	95.480						
18	0.343	1.715	97.195						
19	0.313	1.567	98.762						
20	0.248	1.238	100.000						

Extraction Method: Principal Component Analysis.

The Rotated Component Matrix shows correlation between items with the factors after Varimax rotation. According to [42], a significant load factors is 0.4 and above. The item is

removed when the factor loading is less than 0.4 or have cross-loading where a similar value for two or more factors.

Based on the output of Rotated Component Matrix (see Appendix A), the items which have less than 0.4 factors loading have blanked value; they are nAut5 and nAch1. Meanwhile, the cross-loading items are nAff2, nAch4 and nAut3. These five items are removed for the next analysis. Thus, there are 15 items left (item nDom1, nAch2, nAff1, nAff4, nAut4, nDom2, nAut2, nAff5, nAff3, nDom3, nDom5, nAut1, nAch5, nDom4 and nAch3) which 5 items for factor 1, 4 items for factor 2, 3 items for factor 3 and 3 items for factor 4. Based on extraction of item from the factor analysis, the factors of component need to rename and rearrange to suit the new item criteria. An assessment need to be done to identify which factor is the most appropriate to describe the new item arrangement.

Factor 1 has been determined as needs for Affiliation due to the character of most items is related with groups and affiliates. The factor have highest eigenvalue amongst all

other factors and consists of five items; nDom1, nAch2, nAff1, nAff4 and nAut4. Factor 2 contains four items, nDom2, nAut2, nAff5 and nAff3. The items listed have the criteria of independence; therefore it has been labelled as needs for Autonomy. For factor 3 and factor 4, both dimensions have three items each. The items in factor 3 are nDom3, nDom5 and nAut1. Due to the items in factor 3 are most related with power and dominance, factor 3 has been renamed as needs for Dominance. Finally, the factor 4 has high load for components of achievement with the items nAch5, nDom4 and nAch3, so that factor 4 is decided for the needs for Achievement. The extracted items for the new arrangement of factors, the eigenvalues for each and the percentage of variance explained have been organised into Table 2.

Table 2: New formed factors and items arrangement

New Items Arrangement	Factor 1	Factor 2	Factor 3	Factor 4
<u>Need for Affiliation</u> Seek an active role in the leadership of a group (nDom1) Improve on past work performance (nAch2) Prefer to work in groups instead of by own self (nAff1) Express disagreements with others openly (nAff4) Consider myself as a “team player” at work (nAut4)	0.686 0.620 0.564 0.513 0.492			
<u>Need for Autonomy</u> Avoid to influence others to see things my way (nDom2) Go own way at work, regardless of the opinions of others (nAut2) Talk to others about non-business related matters (nAff5) Prefer to do my own work and others do theirs (nAff3)		0.681 0.620 0.543 0.425		
<u>Need for Dominance</u> Organizing and directing the activities of others (nDom3) Strive to be “in command” when working in a group (nDom5) Try to be my own boss in work assignments (nAut1)			0.812 0.765 0.647	
<u>Need for Achievement</u> Perform better than co-workers (nAch5) Strive to gain more control over the events at work (nDom4) Take moderate risks and stick my head out to get ahead of work (nAch3)				0.690 0.615 0.529
Eigenvalue	3.419	2.563	1.937	1.455
% of variance explained	17.096	12.817	9.683	7.275

Reliability Analysis

The Cronbach’s alpha for overall items after reduction of factor analysis is 0.687. The coefficient is breakdown into the factors that are newly formed after factor analysis. The Cronbach’s alpha is summarised into the Table 3.

Table 3: Cronbach’s alpha value for each factor

Factors	Cronbach's Alpha	
	Original MNQ	New formed (Factor Analysis)
Need for Affiliation	0.059 (nAff)	0.609 (5 items)
Need for Autonomy	0.391 (nAut)	0.550 (4 items)
Need for Dominance	0.464 (nDom)	0.738 (3 items)
Need for Achievement	0.206 (nAch)	0.588 (3 items)

The acceptable value Cronbach’s alpha value is 0.6 [44-45], however according to Nunnally [46], Cronbach’s alpha above 0.5 is also considered acceptable and a good indication of construct reliability.

Descriptive Analysis of Means for Psychological Needs

Means also known as weighted average is used to measure central tendency. The mean is computed by adding up the values of all the cases and dividing the result by the total number of cases, thereby taking into account the value of each case in the distribution. In this study, the means is used to measure the degree of agreement for every item and factor as individually. The result indicates the importance of each item by ranking them from the most agreed item by the respondents. It means that, the respondents are mostly agreed with the description of the items. From the weighted value of means, it can be identified which factor has much influenced the respondents in motivating them towards entrepreneurship. The means of each item and the average means for each factor has been summarised into Table 4 for further reference.

DISCUSSION

The findings of factor Analysis for the psychological needs

The factor analysis is purposely to discover the underlying variance structure of an arrangement of correlation

coefficients. Hence, factor analysis is suitable for exploring and validating arrangements in a set of correlation coefficients [47]. Eigen values are calculated and utilised in determination on how many factors to consider in the overall factor analysis. By using Varimax rotation, the items have been extracted into four factors.

Factor 1 consists of five items have described the affiliating behaviour as they relate to the action with people. Affiliate often being associated with networking as both define the interest to communicate and like to be with people [9]. Based on the previous literature and definition by *Businessdictionary.com*, affiliates not only involve acquaintances or subsidiary in business ownership but also included relation with employees and family’s networking. The four items have correlated with affiliation criteria, however, another item ‘improve on past work performance’ may not correlate directly. The structure of the item was modified as ‘listen to the opinion to improve on past work performance’ to fit the category factor of need for affiliation.

Table 4: The summary of means for items and factors

New Formed Factor and Items	Means	
	Items	Factor
<u>Need for Affiliation</u>		
Seek an active role in the leadership of a group (nDom1)	3.305	
Improve on past work performance (nAch2)	3.602	
Prefer to work in groups instead of by own self (nAff1)	3.117	3.216
Express disagreements with others openly (nAff4)	3.031	
Consider myself as a “team player” at work (nAut4)	3.023	
<u>Need for Achievement</u>		
Perform better than co-workers (nAch5)	3.219	
Strive to gain more control over the events at work (nDom4)	2.875	3.023
Take moderate risks and stick my head out to get ahead of work (nAch3)	2.977	
<u>Need for Dominance</u>		
Organizing and directing the activities of others (nDom3)	2.352	
Strive to be “in command” when working in a group (nDom5)	2.711	2.740
Try to be my own boss in work assignments (nAut1)	3.156	
<u>Need for Autonomy</u>		
Avoid to influence others to see things my way (nDom2)	2.789	
Go own way at work, regardless of the opinions of others (nAut2)	2.172	2.539
Talk to others about non-business related matters (nAff5)	2.594	
Prefer to do my own work and others do theirs (nAff3)	2.602	

ownership and independence. Most of the items have the criteria of independence or free from obligations and describe

the sense of ownership. Unquestionably, autonomy is defined as self-governing [48] independence and freedom.

Next factor which was determined as 'Need for dominance', also known as need for power. This is because, all the three items under the factor having the character of controlling over the situation, people and organization. The individuals who have high need for dominance tend to look for leadership opportunities and prefer to control others [27].

The last factor with the least eigenvalue was decided to be named as 'Need for achievement. According to [49], need for achievement can be described as to do something better than it has been done before. The items in this category obviously described the behaviour to a higher achievement.

Based on the findings, the category of factors has been identified according to the characteristics or behavioural of the extracted item. A subjective assessment has been done to ensure each and every item matched identically with the factor dimension. However, it has to be highlighted that factor analysis based on this study was used to identify and organize the items of questionnaire, from the MNQ section specifically, into the define variables. However it would not reflect significant to the importance of the factors from the respondents' perspective.

The finding of descriptive means analysis on the importance of factors that motivate women in entrepreneurship

The discussion on the importance of the motivation factors of women in this subtopic is based on the descriptive means analysis of MNQ psychological need. The findings show that majority of women entrepreneurs have chosen the need for affiliation as the most motivating factor, followed secondly by the need for achievement, thirdly was the need for dominance and lastly, the need for autonomy.

In the context of entrepreneurship study, affiliations are including relationship or networking with business associates, support systems or organizations, mentors, advisors [31] and also social friends. Specifically, business partners and companions were recognized as being essential to support morally, while cooperation in trade affiliations and groups provided advice to business guidance [32]. Entrepreneurs are connected to individuals and associations that networking among themselves and these contacts can enlarge the accessibility of resources to withstand a new firm [50]. Other than that, they gain knowledge, support and access to circulation channels through affiliates and social networks [51].

There are previous researches which have validated and subsequently provided evidences through surveys to prove the significance of affiliation and social networks in supporting women in entrepreneurship [52, 53]. Some of the earlier researches as listed below have documented the importance, advantages, impact of affiliation and why it is needed in developing women entrepreneurship.

Lerner, et al. [31] have done the research on the impact of network affiliation on business performance of women entrepreneurs in Israel and the study has proven that network affiliation was significant when relate to profitability.

Carter [54] examined the implication of the training and advisory services dealing with businesswomen in United

Kingdom and how it can contribute in improving skills and performance of businesswomen.

Greve and Salaff [51] did a study on network activities of business people through three phases of motivation, planning and establishment a business in four different countries; Italy, Norway, Sweden, and the United States. The study adapted a structural approach to determine how entrepreneurs use social relations to get advice and resource to launch a business.

Referring to the finding of the study, women entrepreneurs prefer to get affiliating and be active members in any organisation participated. From observation and feedback by the organizational respective officer, the seminars or trainings conducted were mostly attended by women. This was proven from the finding that women entrepreneurs are better motivated when socializing with affiliates and friends. Supported by [17], networks are used mainly for discussion boards and support. Women entrepreneurs are then make a strategic use of the networks as coalitions in access resources, collect the ideas, get example of managing business and gain social support. Besides, affiliation is necessary to develop and change the business knowledge between other. Education and industry affiliation are important because they provide the kind of knowledge a person has accessed to and the kind of opportunities available to women entrepreneurs [55].

Most of earlier researches on entrepreneurship have outlined the need for achievement as the most important motive that drive into entrepreneurial intention. It was commonly related aspects of entrepreneurship, and indicated as a key factor in successful business. This psychological behaviour is believed to be compulsory for entrepreneurs to build a strong determination during business start-up, a firm establishment and business sustainability. Previous empirical research have generally concluded that the influence of achievement motivation exists but not as a main determinant of entrepreneurial behaviour, however it is more to determinant of business performance [56]. A woman entrepreneur needs to have 'achievement motivation' which is the inclination or want to achieve some objective [57]. Pertaining to the business performance, a study to the Malay women entrepreneurs of SME's ICT related business has proven that need for achievement contributes high impact to the women business success [25].

Past literature on entrepreneurship stated that entrepreneurs have a higher requirement for authority [9, 58] which also relate to the need for dominance and power. Individuals with high need for dominance attempt to control over their workplace and try to influence other people [59]. Mowday [60] found out that the need for power has a significant relation to the influence tactics prudence and ingratiation. Besides satisfying the need to lead, direct and influent others, Lee [9] has raised a judgement that the recognition and respect from the public or subordinates make entrepreneurship notable to a power-oriented women entrepreneurs.

According to Moore and Buttner [17], women entrepreneurs' definition of success extends beyond the traditional measures of profit and business growth. They have concluded that

profits are important, but self-fulfilment is the most important measure of success in women-owned business. Vossenbergh [61] states that most women who starts a business tend to have smaller size, fewer staff and less growth outlooks, which are less likely compared to men. These opinions supported the finding of the study why women are less influenced by need for dominance, whereby desire to lead, to direct and to influence others may not significant in self-operating or small-size business. Besides, women earn less income and generate relatively lower revenues than men from entrepreneurial activity [61].

As for need for autonomy, the means value has also shown the below agrees level. Majority of the respondents are less agree that both dominance and autonomy contributed to their motivation to be businesswomen. Need for autonomy is also related to flexibility. There are several researches which concluded that many women persuaded to start their own business because of autonomy, freedom and flexibility to focus on family needs. On the other hand, women used the independence of business enterprise to coordinate the objectives of family and personal interests to the objectives of work [62]. However, from the survey, none of the item measures was on flexibility of need for autonomy. The MNQ may not successfully measured the autonomy drive from women' point of view and tends to view self-rule from a male side [9]. The concept of autonomy should integrate more feminine perception for initiating and functioning the connection between both [63].

CONCLUSION

As a conclusion, the study has determined the factors that motivate Malaysian women in entrepreneurship based on perspective of psychological need (MNQ) and range them from the most to the least importance.

Women with high need for affiliation prefer to locate themselves in group and be proactive. They benefit the affiliates not only as support group but also as advisors for them to improve the business performance. Need for achievement motivates the women to have aims and goals towards their business success. They are encouraged to perform better than others, improve authority to gain more control and as risk takers. The next psychological need of dominance educated the women to be leaders by organizing, directing and controlling others in business organization. While the need for autonomy which relate to independence has described the freedom and self-dependence behaviour of women entrepreneurs.

Among these four psychological needs, majority of women entrepreneurs have agreed that the need for affiliation as the most motivational factors pursuing them into business. The next importance factor is need for achievement, followed by need for dominance and autonomy. Although the finding of study may not outline the similarities with most of the previous research, it is observable that women are getting progressive in participating the forums, trainings and programs organised by business societies. Besides gaining knowledge through the programs attended, they get affiliated with the organizations and other members. Furthermore, women are also found as a better affiliate in social networks.

Amongst the four psychological needs, affiliation is appeared to influence externally, while achievement, dominance and autonomy need to be nurtured internally through education and training.

In brief, the motivation of women entrepreneurs during the start-up and growth of the business are affected naturally by psychological needs. Need for affiliation is the most important factor why women motivated in entrepreneurship. The efforts of government and non-government organizations in consolidating more activities and programs for women-owned business should be ensued to flourish the growth of women entrepreneurship in Malaysia.

While more researches have common outcome that need for achievement is most influencing motivation of women entrepreneurs, this study has figured out the importance of affiliation as most motivated factor. For future research, the exploration on how need for affiliation contributing to the business performance might be interesting.

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APPENDIX

Rotated Component Matrix^a

	Component			
	1	2	3	4
nDom1	.686			
nAch2	.620			
nAff1	.564			
nAff4	.513			
nAut4	.492			
nAff2	.461	.437		
nAut5				
nAch1				
nDom2		.681		
nAut2		.620		
nAch4		.579		-.509
nAut3		.569	.402	
nAff5		.543		
nAff3		.425		
nDom3			.812	
nDom5			.765	
nAut1			.647	
nAch5				.690
nDom4				.615
nAch3				.529

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.