

## Success Determinants of Women Operated Entrepreneurial Ventures: A Case of Mekelle City

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### Abstract

Women entrepreneurs, to succeed in their business they have to strive and survive difficulties they face in terms competition, finance, working premises, government regulation and others. Hence, it is obvious that they need to acquire and develop entrepreneurial skill, management skill as well as personal skill to bring their venture forward. To be successful, women entrepreneurs must look into the needs and wants of customers, profitability of the business, easy financing, government support and their personal behavior in particular. This study focused on assessing success determinant factors in women operated entrepreneurial ventures. The rationale behind undertaking this study was to identify women entrepreneur's success determinant factors and their perception towards success. Therefore to achieve this objective both primary and secondary data were collected from women entrepreneurs who are members of Mekelle city women entrepreneurial association using simple random sampling. A structured questionnaire with 23 variables has been used to collect data and determine success factors. This study has used factor analysis to determine and identify success factors. The main finding showed that success of women operated entrepreneurial ventures determined by Eight major factors; Strong Social Connection, Business Characteristics, Entrepreneurial skill and innovativeness, Access to Market and Business Proximity, Family Support and Freedom, Availability of Training and Assistance, Customer Satisfaction and Quality Assurance and Risk Taking Behavior. The finding of the study is essential for women entrepreneurs and other stakeholders to study further those variables and identify how strong the variables are related in determining women's success in business.

**Keywords:** Success; Success determinant; Women entrepreneur; Women entrepreneur success

### Introduction

Women empowerment depends on taking part in various development activities. In other words, the involvement of women in various entrepreneurial activities has empowered them in social, economic and cultural fields. The power of and access to taking decisions has increased for women in Ethiopia, within as well as outside the family.

According to the Ethiopian Central Statistics Authority [1], almost 50% of all new jobs created in Ethiopia are attributable to small businesses and enterprises, and roughly 49% of new businesses that were operational between 1991 and 2003 were owned by women [2]. More than half of all women entrepreneurs in Ethiopia often face gender related challenges in establishing new businesses as well as operating or expanding existing businesses. Women are disadvantaged due to culture, religion and tradition. For instance, many women face difficulty in raising credit finance from banks as well as borrowing via informal networking [3].

In Tigray region, According to the Federal Democratic Republic of Ethiopia's Population Census Commission, Mekelle city have total population of 215,546 and more than half of the city's population (110,788) is female. Though the city is enriched by this greater and productive number of women, it seems that it does not utilize them as expected. One reason might be similar to that of the country as a whole, which is underutilization of women's potential. In order to make the country, the region and the city and women themselves beneficiaries of this great potential, appropriate measure should be taken to reduce the challenges that women entrepreneurs face in establishing and operating successful entrepreneurial ventures.

Generally, women-owned businesses are concentrated in the low growth segment, face constraints such as poor access to finance, lack of business development services and business networks, limited

exposure to business management experience and the challenges of juggling business with household and family responsibilities [4].

Thus, to have a brief understanding of those factors the researchers attempted to form focus ground discussion by participating women's who are currently running different business in the city. In our discussion in addition to the above factors, they have mentioned factors like support from family, personal freedom, social recognition, customer satisfaction and others.

Therefore, the objective of the study aimed at analyzing success determinants of women operated entrepreneurial venture in Mekelle city. This study is also deemed to fill the gaps by identifying specific success factors that are responsible for women to succeed in managing and operating business ventures. Furthermore, understanding the relationship between different success factors will pave the way for future researchers to study more complex model.

### Literature Review

Women's productive activities, particularly in industry, empower them economically and enable them to contribute more to overall development. Whether they are involved in small or medium scale production activities, or in the informal or formal sectors, women's entrepreneurial activities are not only a means for economic survival

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but also have positive social repercussions for the women themselves and their environment. United Nations Industrial Development Organization [5].

In many societies women do not enjoy the same opportunities as men. In many transitional economies progress has been achieved in opening doors to education and health protection for women but political and economic opportunities for female entrepreneurs have remained limited. Concerted efforts are needed to enable female entrepreneurs to make better economic choices and to transform their businesses into competitive enterprises, generating income and employment through improved production [6].

A national survey conducted by the Ethiopian Welfare Monitoring Unit as sited in Eshetu and Zeleke [2] shows that women entrepreneurs in Ethiopia are not provided with adequate policy related and strategic support from the national government, and that the promotion of vibrant SMEs should be one of the most important priority strategies for empowering women, addressing abject poverty and unemployment in Ethiopia.

Several studies focused on success factors of women entrepreneurship [7].

He identified some success factors of women entrepreneurship in the context of emerging economy. They found Self-fulfillment, knowledge; skills and experience, including relationship to spouse/father business are all important factors in the development of women entrepreneurs. Successful female entrepreneurs were found to exhibit entrepreneurial competencies such as: taking initiatives, sees and acts on opportunities, persistence, information seeking, and concern for high quality of work, commitment to work contract, efficiency orientation, self-confidence, persuasion and the use of influence strategies. Other factor such as internal motivation is another important factor that can contribute to success in business. The innovativeness and risk taking behavior features of entrepreneurship plays important role to the success of women entrepreneurs. She also identified some factors like government assistance, availability of capital, knowledge and access to IT, entrepreneurial training, and business experience are critical for the success of women entrepreneur. Innovativeness in the business through Information Communications Technology (ICT) plays an important role in supporting women entrepreneurs on business by gaining a low cost structure and achieving higher returns per customer. Social support is also important for a woman to lead her business successfully. The important support is from family and friends and close people as well-wishers who play a very dominant role in the success of business. A study of Nigerian women business owners found that a high self-concept regarding their role in business and commitment to business can help women to become more successful entrepreneurs. This study also reveals that entrepreneurial success depends on psychological factors such as self-concept, managerial competence, and work-stress and business commitment.

A study for identified family support; strong social network and internal motivation affect positively and significantly to the success of women entrepreneurs in the small business. Another study says that women entrepreneurs have success factors which motivate them to continue with their businesses which include: social recognition, consumer satisfaction, diversification, personal freedom, and security [8]. According to marketing assistance, financing help, technological help, and business management is supporting services that are required for success of women entrepreneur. According to the most critical factors contributing to women entrepreneur's success consist of good management skills, access to financing, personal qualities,

and satisfactory government support. In their study found that family member and others support can reduce the conflict of women entrepreneurs. Furthermore, owning business by female without interfering by family would have greater success in their business. It worked on women entrepreneurs in Beijing and found that human capital, women characteristics, and motivation has a significant influence in the success of women entrepreneurs; family background has a less significant influence in the success of women entrepreneurs. It worked on success factors of women entrepreneur in Sri Lanka. She found that early childhood experiences, psychological characteristics, entrepreneurial competencies, formal and informal learning and external support; and an additional factor identified termed as culture, to contribute to women's entrepreneurial success [9-12].

## Materials and Methods

### Research design

This study, in order to come up with proper justification for the objectives raised, used explanatory design with factor analysis research technique or factorial research design.

Factor analysis research techniques have emerged as a powerful tool to analyse data presented in terms of many variable. This type of research design mainly used because of two advantages; First, factorial design provides equivalent accuracy with less labor and source of economy. By using factorial design we can determine the impact and/or relationship of more than two factors or variables. Secondly, factorial design permits various other comparison of interest. They give information about such effects which cannot be obtained by treating single variable at a time. The determination of interaction of effect is possible in case of factorial design.

Thus, factor analysis seeks to identify those variables which are highly correlated among themselves and find common factors which can be taken as representatives of those variables. Based on the factor loading some variables can be merged together to give a common factor and then a model can be built by incorporating such factors.

### Target population and sampling

The target population was women entrepreneur venture owners, who are currently registered as member of Mekelle city women entrepreneurs association. To determine the sample size for this study, researchers used a formula developed by Cochran. As a result, this formula yields a total sample of 385 women entrepreneurs running different venture in the city. As the determinants of success vary with the type of entrepreneurial venture women engaged in, the researchers considered non-probability sampling technique as an appropriate for this study especially, convenience sampling.

### Data collection instruments

This study has applied multiple data collection instruments. The use of multiple data collection instruments enabled researchers to generate and obtain detailed information. A Structured questionnaire with three parts was prepared. The first part covered demographic profile of the respondents whereas the second part deals with women entrepreneur's perception about success and the third part used to determine success factors. In addition interview and Focus group discussion were applied to triangulate and corroborate data gathered through questionnaire.

### Data analysis

Factor analysis statistical tool was used to determine success

factors. To facilitate the analysis process Statistical Package for Social Studies (SPSS) ver. 21.0 was used.

## Results and Discussion

### Women entrepreneurs' success perception

Success in general can be defined as an achievement of action with in specified period of time or within specified parameter success can also mean completing an objective or reaching goal. Success can also expand to encompass an entire project or be restricted to a single component of project or task. It can be achieved within work place or in an individual personal life [13,14].

Diverse perceptions regarding the definition of success have created problems. Business success has been defined in business literature in various ways. In its simplest sense, small business success may be defined as the ability to survive or to remain in business. It stresses that attribution of success or failure to firms is complex, dynamic and problematic and they suggest that success or failure criteria of a firm must reflect the principal stakeholder's perspective [15].

As stated above different business owners and entrepreneurs defined their success from different point of view. Having this in mind the research team by conducting focus group discussion with the target population i.e., women entrepreneurs, have come up with the following success perception variables; contribution to the local community, satisfying customer needs, making profit, business growth and considering themselves as success. Thus, based on five point likert scale, ranging from strongly agree to strongly disagree the following analysis were prepared for the perception variables [16].

Accordingly, as Table 1 shows most of the women business owner (43.7%) agreed that they are contributing to the local community in different ways and 26.9% of them fairly agreed in their contribution for the community. Fair percentage of respondents (26.9%) disagreed that they are still working to serve community need. Thus about 70.6% of respondents agreed and fairly agreed in their contribution to the local community and consider this variable as success factor [17].

In reference to customer satisfaction, as indicated in Table 1 most of women business owner (49.1%) agreed that they are satisfying customer needs and wants through provision of quality goods and services. About 26.9% of them fairly agreed that they are satisfying customer needs and wants. Whereas 26.9% disagreed that the products they are offering to their customers are not fulfilling the expectation of their customers. Thus about 76% of respondents agreed and fairly agreed that the goods and services offered by their venture are fulfilling the needs and wants of their customer [18].

In relation to profit generation, most of women business owner (46.1%) agreed that they are making enough profit in the market they are competing. About 18% of them strongly agreed that there is a positive flow of cash that can keep them running their business. Whereas 17.1% fairly agreed that they are making enough profit as indicated in Table 1.

Thus about 81% of respondents agreed and fairly agreed that they are getting sufficient amount of profit from their business that keep them running and competing in the market [19].

As indicated in Table 1 most of women business owner (53.7%) agreed that their entrepreneurial venture if booming and succeeding in the market and 13.2% of them have strong feeling and perception that their business is showing growth in many ways. Fair percentage of respondents (18.9%) fairly agreed that they growing. However, 13.4% of them are responded that their business is not showing growth for different reason. Thus about 66.9% of respondents agreed that their entrepreneurial ventures are showing and improvement and growth day by day in terms of profit, number of employee, number customer they are serving and the size of their market share [20].

The final question in this perception survey was whether women entrepreneurs consider themselves as a successful business person. In relation to this as stated in Table 1 most of the respondents (43.1%) agreed that they consider themselves as a successful business person. Whereas 29.1% fairly agreed being they are successful in operating and running a business. There are also respondents who do not consider themselves as a successful business person (7.1%).

### Women entrepreneur's success determinant factors

Based on literature and focus group discussion held with women entrepreneurs, the research team has compiled 23 important success determinant factors to further understand the situation in Mekelle city by using factor analysis [21].

For testing appropriateness of the factor model, Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin (KMO) test is used. Table 2 clearly shows that the Kaiser-Meyer-Olkin i.e., a measure of sampling adequacy is 0.590, more than the required 0.5 which is acceptable to continue with factor analysis. The approximate Chi-Square value is 3910.308 with 253 degrees of freedom which is also high. Thus, it can be said that factor analysis is a fitting tools to determine success factor and fulfill the requirement to proceed. Bartlett's Test of Sphericity that is used to test the hypothesis that the correlation matrix is an identity matrix, or all items are perfectly correlated with themselves, the observed significance level is 0.00, which tells us the relationship among variables is strong. Hence, the data set included in this study conforms to the requirements of the factor analysis [22].

### Communalities

"Communality" is the proportion of variance accounted for by the common factors (or 'communality') of a variable. Communalities range from 0 to 1. Zero means that the common factors do not explain any variance and one means the common factor explain all the variance. Since, here we look for relatively high numbers. Communalities indicate the amount of variance in each variable that is accounted for. As indicated in Table 3, Initial communalities are estimates of the variance in each variable accounted for by all components or factors.

Success perception factors	Strongly agree (%)	Agree (%)	Fairly agree (%)	Disagree (%)	Strongly disagree (%)	Mean	Std. Dev.
I consider my business is contributing to the local community	2.6	43.7	26.9	26.9	-	3.22	0.873
I consider my business is satisfying customer needs	6.3	49.1	26.9	17.7	-	3.44	0.854
I consider my business is making profit	18	46.0	17.1	17.1	1.1	3.67	0.981
I consider my business is growing	13.2	53.7	18.3	13.4	1.4	3.69	0.880
I consider myself successful	20.1	43.1	29.7	4.3	2.8	3.85	0.822

Table 1: Success perception factors.

Extraction communalities are estimates of the variance in each variable accounted for by the factors (or components) in the factor solution. Small values indicate variables that do not fit well with the factor solution, and should possibly be dropped from the analysis [23].

### Determining the number of factors

The number of factor that explains success for women entrepreneurs is determined by using the concept of Eigenvalues. The ‘Eigenvalue’ tells the total variance explained by each factor. Any ‘factor’ that has an Eigenvalue of less than one (1) does not have enough total variance explained to represent a unique factor, and is therefore disregarded [24].

As indicated on Table 4 which states the total variance explained, the first section of the Table 4 shows the initial Eigenvalues or the amount of variance in the original variables accounted for by each component. The percentage of variance column gives the ratio, expressed as a percentage, of the variance accounted for by each component to the total variance in all of the variables. The second section of the Table 4 shows the extracted components. They explain nearly 72.392% of the variability in the original 23 variables. The third section of the Table 4 is rotation that maintains the cumulative percentage of variation explained by the extracted components, but that variation is now spread more evenly over the components.

Thus, as clearly indicated on Table 4 only eight (8) factors have eigenvalue greater than one (1) which shows most of the variance explained by those eight factors. From 23 variables, that were used to

Kaiser-Meyer-Olkin measure of sampling adequacy	0.590
Bartlett's Test of Sphericity	
Approximate Chi-Square	3910.308
df	253
Sig.	0.000

Table 2: KMO and Bartlett's test for success factor.

Communalities	Initial	Extraction
Family support	1.000	0.677
Experience in the business	1.000	0.423
The level of personal freedom	1.000	0.719
Existing social recognition	1.000	0.599
Level of education	1.000	0.702
Strong social network (Sociability)	1.000	0.804
Intrinsic motivation	1.000	0.743
Information technology advantage	1.000	0.735
Communication skill	1.000	0.799
Innovativeness and flexibility	1.000	0.745
Risk taking behavior	1.000	0.613
Sense of security	1.000	0.592
Entrepreneurial skill	1.000	0.700
Access to market	1.000	0.840
Quality of product/service	1.000	0.698
Quality of employee/staff	1.000	0.862
Level of customer satisfaction	1.000	0.817
Profitability of the business	1.000	0.776
Business location (Proximity)	1.000	0.854
Competitive pressure	1.000	0.759
Provision of training	1.000	0.760
Availability of easy financing	1.000	0.765
Availability of Government support	1.000	0.669
Extraction method: Principal component analysis		

Table 3: Communalities.

determine women entrepreneur success, eight of them with eigenvalue more than one have been used for analysis. Hence, together those eight factors explain the total variance about 72.392%.

As shown on Table 4, the total variance explained by the first factor (factor 1) accounts for  $3.920/23=0.1707$  or 17.07% of total variance. The second factor (factor 2) total variance explained accounts for  $2.633/23=0.1144$  or 11.44% of the total variance. The third factor (factor 3) total variance explained accounts for  $2.443/23=0.1062$  or 10.62% of the total variance. The fourth factor (factor 4) total variance explained accounts for  $1.940/23=0.0843$  or 8.43% of the total variance. The fifth factor (factor 5) total variance explained accounts for  $1.775/23=0.0771$  or 7.71% of the total variance. The sixth factor (factor 6) total variance explained accounts for  $1.719/23=0.0747$  or 7.47% of the total variance. The seventh factor (factor 7) total variance explained accounts for  $1.171/23=0.0509$  or 5.09% of the total variance. The eighth factor (factor 8) total variance explained accounts for  $1.042/23=0.0453$  or 4.53% of the total variance.

It is possible to see items with large loadings on several of the unrotated factors, which can make interpretation difficult. In these cases, it can be helpful to examine a rotated solution. Rotation is a method used to simplify interpretation of a factor analysis. Table 5 shows the Rotated Factor Matrix. This matrix represents correlation between the factors and the variables. A coefficient with a large absolute value indicates that the factor and the variable are closely related. For this purpose varimax procedure has been used for rotation. The rotated solution gives a clear indication how each item correlates with each factor [25].

As indicated on Table 5 the rotated matrix solution has given as the relationship that exists between the factors and variables that have been used for the analysis. As a result, the first factor (factor 1) has been identified as ‘strong social connection’ (Variable 6) which loads about 0.830 than the other factors in the column. The Second factor (factor 2) has been identified as ‘profitability of the business’ (variable 6) which loads about 0.856 than the other factors in the column. The Third factor (factor 3) has been identified as ‘entrepreneurial skill’ (variable 13) which loads about 0.807 than the other factors in the column. The Fourth factor (factor 4) has been identified as ‘access to market’ (variable 14) which loads about 0.858 than the other factors in the column. The Fifth factor (factor 5) has been identified as ‘family support’ (variable 1) which loads about 0.708 than the other factors in the column. The Sixth factor (factor 6) has been identified as ‘provision of training’ (variable 21) which loads about 0.820 than the other factors in the column. The Seventh factor (factor 7) has been identified as ‘customer satisfaction’ (variable 17) which loads about 0.808 than the other factors in the column. The eighth factor (factor 8) has been identified as ‘risk taking behavior’ (variable 11) which loads about 0.763 than the other factors in the column.

### Identified factors with variables

The relationship and closeness of each variable to the identified factors discussed as follows:

As shown on Table 6, the first success determinant factor for women entrepreneur was strong social connection. As clearly identified on the Table 6, this factor closely related with the following variables: communication skill, entrepreneurial skill, quality product and employee as well as customer satisfaction. This factor, strong social networks, provides the channels through which private information flows and facilitates information exchange beneficial, that are essential to the entrepreneurial process.

Component	Total variance explained								
	Initial Eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings		
	Total	Variance (%)	Cumulative (%)	Total	Variance (%)	Cumulative (%)	Total	Variance (%)	Cumulative (%)
1	3.928	17.076	17.076	3.928	17.076	17.076	3.089	13.428	13.428
2	2.633	11.446	28.522	2.633	11.446	28.522	2.258	9.816	23.245
3	2.443	10.621	39.142	2.443	10.621	39.142	2.236	9.721	32.965
4	1.940	8.435	47.577	1.940	8.435	47.577	2.179	9.473	42.438
5	1.775	7.718	55.295	1.775	7.718	55.295	2.014	8.758	51.196
6	1.719	7.476	62.771	1.719	7.476	62.771	1.877	8.162	59.358
7	1.171	5.089	67.860	1.171	5.089	67.860	1.603	6.968	66.326
8	1.042	4.532	72.392	1.042	4.532	72.392	1.395	6.065	72.392
9	0.995	4.327	76.719						
10	0.813	3.536	80.254						
11	0.705	3.067	83.321						
12	0.664	2.887	86.208						
13	0.579	2.518	88.727						
14	0.522	2.268	90.995						
15	0.424	1.846	92.840						
16	0.337	1.467	94.307						
17	0.322	1.400	95.708						
18	0.285	1.240	96.948						
19	0.224	0.973	97.921						
20	0.161	0.701	98.622						
21	0.145	0.630	99.252						
22	0.101	0.441	99.693						
23	0.071	0.307	100.000						

Extraction method: Principal component analysis

Table 4: Total variance explained.

Variables	Rotated component matrix <sup>a</sup>							
	1	2	3	4	5	6	7	8
V1: Family support	0.044	-0.088	0.056	-0.215	0.708	-0.433	-0.001	-0.157
V2: Experience in the business	0.306	-0.720	0.535	0.106	-0.022	-0.111	0.080	-0.022
V3: The level of personal freedom	-0.067	0.132	0.148	0.252	0.694	0.028	0.212	0.554
V4: Existing social recognition	0.201	0.439	0.360	-0.006	0.215	0.099	-0.166	-0.490
V5: Level of education	0.200	0.116	0.448	-0.198	-0.548	0.061	0.059	-0.082
V6: Strong social network (Sociability)	0.830	0.076	0.239	0.157	-0.066	0.136	-0.060	-0.047
V7: Intrinsic motivation	-0.275	-0.061	0.441	0.464	0.319	0.153	-0.195	-0.500
V8: Information technology advantage	-0.371	0.520	0.326	-0.123	-0.266	0.034	-0.234	0.281
V9: Communication skill	-0.463	-0.620	0.072	0.602	-0.025	-0.069	-0.030	0.019
V10: Innovativeness and flexibility	-0.090	0.036	0.539	-0.245	0.012	0.005	-0.022	0.155
V11: Risk taking behavior	0.061	0.117	0.068	0.039	0.081	-0.011	0.016	0.763
V12: Sense of security	0.382	0.206	0.013	0.453	-0.188	-0.457	0.006	0.411
V13: Entrepreneurial skill	0.401	0.116	0.807	-0.153	0.203	0.147	0.557	-0.148
V14: Access to market	-0.007	0.473	-0.266	0.858	-0.006	0.020	0.462	-0.233
V15: Quality of product/service	0.696	0.199	-0.056	-0.006	0.304	0.034	0.608	0.183
V16: Quality of employee/staff	0.483	0.285	0.041	0.039	0.484	-0.101	0.449	-0.134
V17: Level of customer satisfaction	0.803	-0.382	0.002	-0.016	-0.055	-0.141	0.808	-0.002
V18: Profitability of the business	0.076	0.856	-0.062	0.013	0.010	0.082	-0.008	0.161
V19: Business location (Proximity)	0.077	-0.139	-0.172	0.599	0.103	0.204	-0.403	0.107
V20: Competitive pressure	-0.065	0.060	-0.197	0.034	-0.175	0.787	-0.169	-0.181
V21: Provision of training	0.008	0.077	0.211	0.102	-0.084	0.820	0.004	0.138
V22: Availability of easy financing	-0.006	0.143	-0.060	-0.022	-0.004	0.488	-0.046	-0.103
V23: Availability of Government support	0.306	0.077	-0.410	-0.042	0.464	0.467	-0.058	-0.212

Extraction method: Principal component analysis. Rotation method: Varimax with Kaiser normalization.

a. Rotation converged in 15 iterations.

Table 5: Rotated component matrix solutions.

As can be inferred from Table 7, the second major success determinant factor was characteristics or feature of the business. Any business or entrepreneurial venture established with an objective of earning profit and acquiring wealth through satisfying customers' needs and wants. As a result, Business Characteristics factor closely related with the following variables: *experience in the business, existing social recognition, information technology advantage, communication skill, access to market and profitability of the business.*

Entrepreneurial skills are wide range of abilities and capabilities that help entrepreneurs to achieve their goal and succeed in their business endeavor. Entrepreneurial skill combines technical, managerial and personal skills. Accordingly, as Table 8 shows the third major success determinant factor for women entrepreneurs in Mekelle city was Entrepreneurial skill and innovativeness. This factor is highly related with the following variables: *experience in the business, level*

*of education, intrinsic motivation, innovativeness and flexibility and entrepreneurial skill.*

The ability to tap into new markets requires expertise, knowledge and contacts. Women often lack access to training and experience in on how to participate in the market place and are therefore unable to market goods and services strategically. As can be seen on Table 9, the fourth major factor determining success for women entrepreneurs was Access to Market and Business Proximity. This factor as clearly revealed on the Table 9 closely related with the following variables: *intrinsic motivation, communication skill, sense of security, access to market and business location.*

Women business owners need to balance work and family commitments. Universally, family responsibility falls primarily on women, and this can occur even when women are involved in entrepreneurship. Hence, Table 10 shows the fifth major factor in

Factor	Variables	Loading	Alternate Variable
Factor 1 (Strong social connection)	V6: Strong social network (Sociability)	0.830	V6: Strong social network (Sociability) ( 0.830)
	V9: Communication skill	-0.463	
	V13: Entrepreneurial skill	0.401	
	V15: Quality of product/service	0.696	
	V16: Quality of employee/staff	0.483	
	V17: Level of customer satisfaction	0.803	

Table 6: Relationship of factor 1 with other variables.

Factor	Variables	Loading	Alternate Variable
Factor 2 (Characteristics of the venture)	V2: Experience in the business	-0.720	V18: Profitability of the business (0.856)
	V4: Existing social recognition	0.439	
	V8: Information technology advantage	0.520	
	V9: Communication skill	-0.620	
	V14: Access to market	0.473	
	V18: Profitability of the business	0.856	

Table 7: Relationship of factor 2 with other variables.

Factor	Variables	Loading	Alternate Variable
Factor 3 (Entrepreneurial skill and innovativeness)	V2: Experience in the business	0.535	V13: Entrepreneurial skill (0.807)
	V5: Level of education	0.448	
	V7: Intrinsic motivation	0.441	
	V10: Innovativeness and flexibility	0.539	
	V13: Entrepreneurial skill	0.807	
	V18: Profitability of the business	0.856	

Table 8: Relationship of factor 3 with other variables.

Factor	Variables	Loading	Alternate Variable
Factor 4 (Access to market and proximity)	V7: Intrinsic motivation	0.464	V14: Access to market (0.858)
	V9: Communication skill	0.602	
	V12: Sense of security	0.453	
	V14: Access to market	0.858	
	V19: Business location (Proximity)	0.599	
	V18: Profitability of the business	0.856	

Table 9: Relationship of factor 4 with other variables.

Factor	Variables	Loading	Alternate Variable
Factor 5 (Family support and freedom)	V1: Family support	0.708	V1: Family support (0.708)
	V3: The level of personal freedom	0.694	
	V5: Level of education	-0.548	
	V16: Quality of employee/staff	0.484	
	V23: Availability of Government support	0.464	
	V18: Profitability of the business	0.856	

Table 10: Relationship of factor 5 with other variables.

determining success for women entrepreneurs i.e., family support and freedom. This factor clearly identified closely with the following variables: *family support, level of personal freedom, level of education, quality of staff/employee and availability of Government support.*

Access to training opportunities for women operated Entrepreneurial ventures is very limited despite the fact that several NGOs, donors and government bodies do provide training. Therefore, Table 11 shows the sixth major factor in determining success for women entrepreneurs i.e., availability of training and assistance. This factor as clearly stated closely related with the following variables: *family support, sense of security, competitive pressure, provision of training, availability of easy financing and availability of Government support.*

Customer satisfaction measures how products or services supplied by ventures meet or surpass a customer's expectation. Customer satisfaction provides marketers and business owners with a metric that they can use to manage and improve their businesses. So, as indicated on Table 12, which shows the seventh major factor in determining success for women entrepreneurs were customer satisfaction and quality assurance. This factor as clearly stated closely related with the following variables: *entrepreneurial skill, access to market, quality of product/service, quality of staff/employee, level of customer satisfaction and business location.*

Certain types of people enjoy taking risks, while others prefer stability and are averse to any type of risk. A risk taker is someone who risks everything in the hope of achievement or accepts greater potential for loss in decisions and tolerates uncertainty. Thus, as indicated on Table 13, which shows the eighth major factor in determining success for women entrepreneur was risk taking behavior. This factor as clearly stated closely related with the following variables: *the level of personal freedom, existing social recognition, intrinsic motivation, and sense of security.*

### Finding of the study

With the help of factor analysis the research team has identified eight (8) major factors which would determine success for women operated entrepreneurial ventures. Those factors are: strong social connection, venture characteristics, entrepreneurial skill and innovativeness, access to market and proximity, family support and freedom, availability of training and assistance, customer satisfaction and quality assurance and risk taking. Hence, based on the main objective of this research, the research team has developed a framework of success determinant factors of women operated entrepreneurial venture in Mekelle city as indicated in Figure 1.

This Framework clearly indicates success determinant factor of women operated entrepreneur venture. Based on this model any further study can be done especial to identify how each factors are affecting success in business initiatives [26].

### Conclusion

This study was designed and undertaken to assess success determinant factors for women operated entrepreneurial ventures by identifying different factors which are directly or indirectly related to success.

This study has mainly revealed that from 23 factors used, eight (8) major factors were selected as substantial factors for women entrepreneurs' success by using factor analysis technique. Those are strong social connection, business characteristics, entrepreneurial skill and innovativeness, access to market and business proximity, family support and freedom, availability of training and assistance, customer satisfaction and quality and risk taking behavior.

This study has significance implication for different stakeholders who want to assist and enhance women's success in diverse business

Factor	Variables	Loading	Alternate Variable
Factor 6 (Availability of training and assistance)	V1: Family support	-0.433	V21: Provision of training ( 0.820)
	V12: Sense of security	-0.457	
	V20: Competitive pressure	0.787	
	V21: Provision of training	0.820	
	V22: Availability of easy financing	0.488	
	V23: Availability of Government support	0.467	

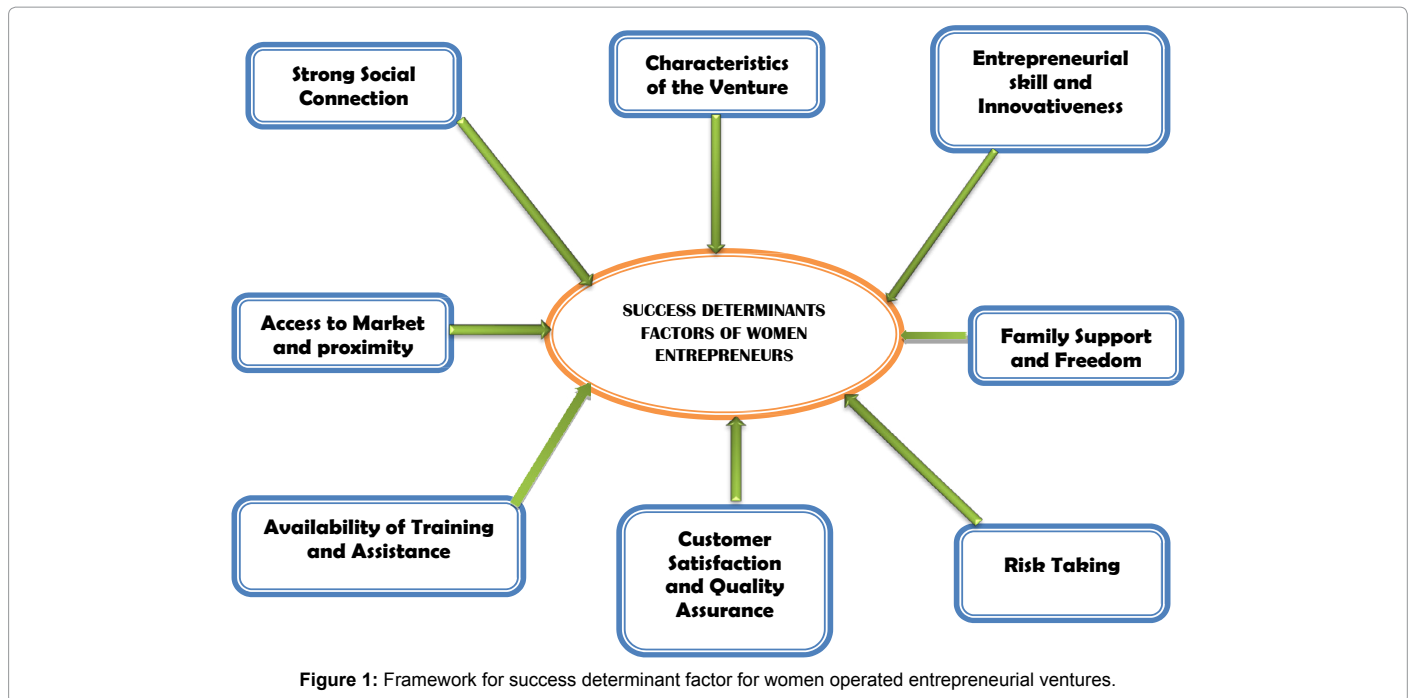
Table 11: Relationship of factor 6 with other variables.

Factor	Variables	Loading	Alternate Variable
Factor 7 (Customer satisfaction and quality assurance)	V13: Entrepreneurial skill	0.557	V17: Level of customer satisfaction (0.808)
	V14: Access to market	0.462	
	V15: Quality of product/service	0.608	
	V16: Quality of employee/staff	0.449	
	V17: Level of customer satisfaction	0.808	
	V19: Business location (Proximity)	-0.403	

Table 12: Relationship of factor 7 with other variables.

Factor	Variables	Loading	Alternate Variable
Factor 8 ( Risk taking)	V3: The level of personal freedom	0.554	V11: Risk taking behavior (0.763)
	V4: Existing social recognition	-0.490	
	V7: Intrinsic motivation	-0.500	
	V12: Sense of security	0.411	
	V11: Risk taking behavior	0.763	
	V19: Business location (Proximity)	-0.403	

Table 13: Relationship of factor 8 with other variables.



initiatives in the city such as educators, policy makers' counselors and different institution who provide diverse training in areas of entrepreneurship for women entrepreneurs. The result of this research also disclose that there are some inferences especially for individuals, scholars, practitioners and researchers who wants to study about women entrepreneur success in the future. Another important suggestion of this study is that the factors identified can be taken into account for further and future research to develop a model for women entrepreneurs' success factor and can be determined how important and strong those factors are in relation to women entrepreneurial venture in achieving success.

This study revealed that women entrepreneurs in Mekelle city perceive success in their own ways. Most of the women agreed on the variables used to measure their perception towards success. Those variables include; contributing to the local community, making profit, satisfying customers need, business growth and whether or not they consider themselves as successful business operator. Thus, most of the women in the city agreed that they are contributing to the local community, making profit, satisfying customers need, there is growth in business and consider themselves as successful.

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