

Women Entrepreneurs, Personality, Venture Performance, and Perceived Stress: An Exploratory Study

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Entrepreneurship is involving taking financial and emotional risk. However, very few studies tried to test quantitatively the impact of venture performance on the level of stress of the entrepreneurs. Furthermore, given the increasing importance of stress as pandemic diseases, most studies in management examine stress at work. However, this study is exploring the determinants of stress for individual entrepreneur; a stream of research was well underdeveloped in literature.

Besides investigating the impact of venture performance on stress, this study tested entrepreneur's personality and how personality impacts both venture performance and entrepreneur's level of perceived stress.

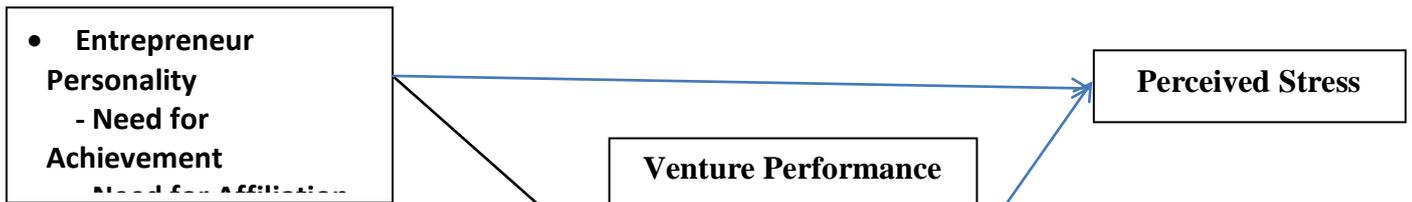
A survey instrument was used to gather the data. A total of 80 Omani women entrepreneurs in the Sultanate of Oman completed the questionnaire. Using correlation and hierarchal regression analyses, the study found entrepreneur's need for achievement and need for dominance are significantly and positively predicting venture performance, while need for autonomy is significantly but negatively impacting venture performance.

Furthermore, the findings show that, consistent with the expected, venture performance is significantly and negatively impacting perceived stress. Need for autonomy was found to significantly and negatively influencing perceived stress. Moreover, consistent with the theoretical explanation, need for dominance was found to significantly and positively affecting perceived stress.

This study and the findings open up for a new stream of research. As mentioned above, the examination of stress in entrepreneur literature was neglected so far. Most the studies in the pasts examined the sources of stress for office workers and the finding of such studies is not useful for entrepreneurs. This study also contributes to the entrepreneurial orientation literature. Specifically, this study examined quantitatively how entrepreneurs needs will impact venture performance.

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RESEARCH MODEL AND HYPOTHESES



Hypothesis 1: The entrepreneur's need for achievement will be positively related to venture performance.

Hypothesis 2: The entrepreneur's need for affiliation will be negatively related to venture performance.

Hypothesis 3: The entrepreneur's need for autonomy will be positively related to venture performance.

Hypothesis 4: The entrepreneur's need for dominance will be positively related to venture performance.

Hypothesis 5: Venture performance will be negatively related to perceived stress.

Hypothesis 6: The entrepreneur's need for achievement will be positively related to perceived stress.

Hypothesis 7: The entrepreneur's need for affiliation will be negatively related to perceived stress.

Hypothesis 8: The entrepreneur's need for autonomy will be negatively related to perceived stress.

Hypothesis 9: The entrepreneur's need for dominance will be positively related to perceived stress.

Table 1 A Summary of the Operationalization of the Variables

Entrepreneur Personality		
(Source: Shorter version of Manifest Needs Questionnaire by Steers and Braunstein, 1976)		
Need for Achievement	<ol style="list-style-type: none"> 1. I excel in fairly difficult tasks 2. I Try hard to improve on past work performance 3. Try to perform better than everyone else 	Cronbach alpha = .649
Need for Affiliation	<ol style="list-style-type: none"> 1. I try to work in groups instead of by myself 2. I pay attention to the feelings of others at work 3. I express disagreements with others openly 4. I prefer to do my own work and others do theirs (R) 	Cronbach alpha = .448
Need for Autonomy	<ol style="list-style-type: none"> 1. I go by my own way at work, regardless of the opinions of others 2. I disregard rules and regulations that hamper personal freedom 3. I consider myself as a “team player.” 	Cronbach alpha = .542
Need for Dominance	<ol style="list-style-type: none"> 1. I seek an active role in the leadership of a group 2. I find myself organizing and directing the activities of others 3. Strive to be “in command” when working in a any group 	Cronbach alpha = .512
Dependent Variables		
Venture Performance	<ol style="list-style-type: none"> 1. My Level of achievement of targets determined at the beginning of the year. 2. My level of realizing goals regarding market share 3. Compared to my close competitors, my performance is 	The composite measure had a Cronbach alpha = .668
Perceived Stress Source: Cohen, & Williamson (1988)	<ol style="list-style-type: none"> 1. In the last month, how often have you been upset because of something that happened unexpectedly 2. In the last month, how often have you felt that you were unable to control the important things in your life? 3. In the last month, how often have you felt nervous and “stressed”? 4. In the last month, how often have you felt confident about your ability to handle your personnel problems (R) 5. In the last month, how often have you felt things were going your way? (R) 6. In the last month, how often have you found that you could not cope with all things that you had to do? 7. In the last month, how often have you been able to control irritations in your life? (R) 8. In the last month, how often have you felt that you were on top of things? (R) 9. In the last month, how often have been angered because of things that were outside of your control 10. In the last month, how often have you felt difficulties were piling up so high that you could not overcome them? 	Cronbach alpha = .636
Control Variables		
Location	1 = within Muscat province and 2 = outside Muscat province	
Education	My level of education is	

	1) Less than Diploma	
	2) Diploma	
	3) Bachelor	
	4) Master and above.	
Entrepreneurs Age	Age	
	1) Less than 20	
	2) 21-26	
	3) 27-32	
	4) 33-38	
	5) 38-45	
	6) Above 45	
Venture Age	Natural log of venture age since establishment.	

SAMPLE CHARACTERISTICS

Variable	Frequency	%	Cumulative %
Marital Status			
Single	33	41.8	41.8
Married	43	54.4	96.2
Divorced	2	2.5	98.7
Widow	1	1.3	100
Location			
Within Muscat	34	42.5	43.0
Outside Muscat	45	56.2	100.0
Entrepreneurs			
Age			
Less than 20			
21-26	23	28.8	29.1
27-32	32	40.0	69.6
33-38	13	16.2	86.1
38-45	10	12.5	98.7
Above 45	1	1.2	100.0
Education			
Less than Diploma	37	46.2	46.8
Diploma	17	21.2	68.4
Bachelor	22	27.5	96.2
Master and above	3	3.8	100.0

ANALYSIS & RESULTS

Table 1 Descriptive Statistics and Correlations

Variables ^a	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Performance (Competitors)	3.76	0.89	1.00												
2. Performance (Mkt Share)	3.53	0.91	.483***	1.00											
3. Performance (Target Real.)	4.01	0.97	.398***	.334***	1.00										
4. Performance (Composite)	3.77	0.72	.797***	.774***	.758***	1.00									
5. Perceived Stress	2.41	0.51	-.284**	-.218*	-.092	-.247**	1.00								
6. N. for Achievement	4.28	0.57	-.144	-.075	.148	-.024	-.069	1.00							
7. N. for Affiliation	3.25	0.51	-.109	.097	-.107	-.052	-.041	.293***	1.00						
8. N. for autonomy	3.75	0.71	-.184-	-.097-	-.166	-.192*	-.218*	.374***	.152	1.00					
9. N. for dominance	3.39	0.79	.109	.207	-.117	.080	.065	.191*	.195*	.368***	1.00				
10. Location	1.57	0.50	.099	.102	.343***	.240**	-.015	.182	-.093-	-.051	-.078-	1.00			
11. Education	1.89	0.95	.103	.113	.003	.092	-.212-	-.141-	.132	-.175-	-.200*	-.368***	1.00		
12. Entrepreneur Age	3.16	1.03	-.193*	-.159	-.017	-.155	.069	-.041-	-.032-	.029	-.119	-.276**	.059	1.00	
13. Venture Age	0.52	0.47	-.150-	-.018	.019	-.061-	.113	.111	-.051-	.086	-.154	.076	-.233**	.329**	1.00

^a

Ventur

e age was logged.

* $p < .10$, ** $p < .05$, *** $p < .01$

Among all the independent variables in Table 4, intercorrelations are generally modest (< 0.40). Furthermore, there was no multicollinearity in the regression models as measured by Variance Inflation Factors (VIF). That is, VIF for all of our regression equation were less than three, which is well below the guideline of ten recommended by Chatterjee and Price (1991).

In term of the correlation between the independent and dependent variables, venture performance was significantly and negatively correlated with perceived stress ($r = -.25, p < .01$). This result is consistent with our prediction that the higher the venture performance, the lower the perceived stress. The correlation table also reveals that location has a significant correlation with venture performance as measured by satisfaction with target achievement ($r=.34, p<.01$) and overall performance measure ($r = .24, p<.05$). That is, entrepreneurs who operate outside the Capital city reported higher performance than entrepreneurs who operate within the Capital city. This may be due to the higher level of competitions within the Capital City compared to outside the city.

HYPOTHESES TESTING

Table 2 Results of Regression Analysis: The Effects of Personality on Perceived Venture Performance^a

Dependent Variable =	Competitor Comparison Performance	Market Share Performance	Target Realization Performance	Performance (Composite Measure)
Variables	Model 1	Model 2	Model 3	Model 4
(Constant)	3.094**	2.346**	4.688***	3.376***
Education	.109	.215*	.147	.157
Entrepreneur Age	.103	-.117	-.090	-.035
Location	.705***	.408*	.287	.466**
Venture Age	-.035	.199	-.074	.030
Need for Achievement	.537**	-.264	-.165	.036
Need for Affiliation	-.286	.279	-.219	-.075
Need for Autonomy	-.527***	-.193-	-.273	-.331***
Need for Dominance	-.019	.403***	.326**	.236**
R ²	.286	.204	.174	.208
Adjusted R ²	.202	.111	.076	.115
Full Model F	3.302****	2.183**	1.785*	2.229***
N =	80	80	80	80

* Standard errors are in parentheses.

* p < .10, ** p < .05, *** p < .01

Hypothesis 1: The entrepreneur's need for achievement will be positively related to venture performance.

Need for achievement was found to significantly predicting Competitor Comparison Performance measure. The coefficient is positive. Therefore, Hypothesis 1 was partially supported.

Hypothesis 2: The entrepreneur's need for affiliation will be negatively related to venture performance.

All coefficients for Need for affiliation failed to explain significant variance in performance. Therefore, hypothesis 2 was not supported.

Hypothesis 3: The entrepreneur's need for autonomy will be positively related to venture performance.

Opposite to our prediction, need for autonomy was found to negatively predicting two measure of performance. That is, as the need for autonomy increases, venture performance seems to suffer.

Hypothesis 4: The entrepreneur's need for dominance will be positively related to venture performance.

Consistent with our prediction, the coefficient for need for dominance is significant and positive for three of the four performance measure. Therefore, hypothesis 4 was supported.

Table 2 Results of Regression Analysis: The Effects of Personality and Perceived Venture Performance on Perceived Stress^a

	Model 1	Model 2	Model 3	Model 4	Model 5
Variables					
(Constant)	3.077***	3.544***	3.601**	4.178***	4.114***
Education	-.136**	-.137**	-.118*	-.112*	-.119*
Entrepreneur Age	.056	.055	.032	.026	.032
N for Achievement	.018	.086	-.008	.011	.057
Need for Affiliation	.022	-.007-	.063	-.036	.000
Need for Autonomy	-.271***	-.327***	-.303**	-.323***	-.351***
Need for Dominance	.083	.070	.132	.145**	.120*
Competitor Comparison Performance		-.100*			
Market Share Performance			-.156**		
Target Realization Performance				-.223***	
Performance (Composite Measure)					-.240***
R ²	.148	.177	.212	.262	.245
Adjusted R ²	.074	.093	.130	.186	.168
Full Model F	1.995*	2.095**	2.607*	3.454**	3.156***
N =	80	80	80	80	80

* Standard errors are in parentheses.

* p < .10, ** p < .05, *** p < .01

Hypothesis 5: Venture performance will be negatively related to perceived stress.

Consistent with our prediction, all four measures of performance were found to significantly and negatively affecting perceived stress. Thus, hypothesis 5 was strongly supported.

Hypothesis 6: The entrepreneur's need for achievement will be positively related to perceived stress.

Hypothesis 7: The entrepreneur's need for affiliation will be negatively related to perceived stress.

The coefficient for need for achievement and needs for affiliation failed to explained significant variances in perceived stress. Thus hypotheses 6 and 7 were not supported.

Hypothesis 8: The entrepreneur's need for autonomy will be negatively related to perceived stress.

As we can see in the regression table above, the coefficient for need for autonomy is significant and negative in the four models; given a strong support to hypothesis 8.

Hypothesis 9: The entrepreneur's need for dominance will be positively related to perceived stress.

Need for dominance was found to significantly and positively influencing perceived stress in two of the four models. Therefore, hypothesis 9 was partially supported.