

Profile and Motivation of Entrepreneur Women in North Borneo, Indonesia

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Article Info	Abstract
<p><i>Article history:</i></p> <p>Received 8 March 2017</p> <p>Accepted 1 June 2017</p>	<p>This study aimed to describe the profile of entrepreneurship and motivation of female entrepreneurs and employees in North Borneo. The study of the behavior of entrepreneurs was developed in different perspectives: the economic perspective, the perspective of psychology, and sociology perspective. This study used primary data obtained using the survey method. A number of 300 questionnaires was distributed (with the response rate of 95%) in North Borneo. The questionnaires were distributed in five regions i.e. Tarakan city, Bulungan district, Malinau district, Tana Tidung district and Nunukan district. In this study, the Manifest Needs Questionnaire (MNQ) developed by Indarti and Wulandaru (2003) was used. This instrument was used to measure four respondents needs: the need for achievement, need for affiliation, need for autonomy and the need for domination. Based on statistical analysis, this research proved that women entrepreneurs were more motivated by the need for a higher performance than the female employees in North Borneo. In term of the need for affiliation, no evidence that women entrepreneur was more motivated than female employee. The results also showed that women entrepreneurs were more motivated by the need for higher autonomy than female employees as well as for the need for higher predominance.</p>
<p><i>Keywords:</i></p> <p>entrepreneur motivation achievement affiliation autonomy domination</p>	

1. INTRODUCTION

Entrepreneur has been a prime mover in the global economy. Because policy makers around the world realize that economic growth and prosperity lies in the hands of the entrepreneur (Zimmerer et al., 2008). A country will prosper only if there is an entrepreneur at least 2% of the population (McClelland, 1965). According to the monitoring of global entrepreneurship, Indonesia only has the entrepreneur about 0.18% of the population. This is due to many psychological factors that shape society's negative attitudes so that they are less interested in the profession to be an entrepreneur. As competitive, selfish, dishonest, unstable sources of income and other (Alma, 2009).

The era of globalization is happening today has spurred various sectors important in life to make a change. This happens on social change in women. The women at this time has been thinking about a way of looking that far ahead. This is evident from the role of women in assisting the progress of nations in the world. Women Indonesia at present has participated in advancing the nation. It is evident that at the moment has many Indonesian women play an important role in the structure of the strategic areas both in the government sector and non-governmental sectors.

Women have shown that they are able to achieve good performance. Achievement of this success is one way for them to actualize themselves. The role of women at this time has been changed. Cultural shift from a traditional society of modern civic provide more opportunities for women to be able to align himself with men in terms of achievement (Riyanti, 2007). Concrete manifestation of this situation can be perceived by looking increasingly perceived more women in

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higher education, plunge into the government, as well as doing the jobs previously performed only by men (Riyanti, 2007).

The increased participation of women in the business sector is a phenomenon that occurs worldwide (Indarti and Wulandaru, 2003). Furthermore, Indarti and Wulandaru (2003) explain that phenomenon happening around the world are believed to have occurred in Indonesia. Although no exact data is available, it is believed that the number of women entrepreneurs in Indonesia has been increased a lot. Further research on the profile and motivation of female entrepreneurs in Yogyakarta conducted by Indarti and Wulandaru (2003) were used as the main reference of this research. The main motivation of the need for this study include: first, there is still a lack of research exploring female profession in Indonesia. Second, the researchers wanted to understand the characteristics of women entrepreneurs in North Borneo. Third, this study tries to see the woman's motivation for someone to be an entrepreneur. Lastly, it is possible contextual phenomenon of this study in North Borneo. Hence, this study aimed to describe the profile of entrepreneurship and motivation of female entrepreneurs and employees in North Borneo.

2. METHODOLOGY

2.1 Theoretical Background

Definition of Entrepreneur

Some researchers (Richard Cantillon, 1725; Beaudau, 1797; Adam Smith, 1776; Joshep Schumpeter, 1934) defines an entrepreneur as a person who takes a risk by planning, executing, organizing and linking himself as the owner. They are an innovative person and able to develop a technology which at the time was not widely accepted by the general public.

From these definitions can be drawn a conclusion that an entrepreneur can be defined as someone who is starting a new business or a manager who seeks to correct an organizational unit through a series of changes in the productive. It sendada also delivered by Stoner et al. (1989) explains that a manager can be named as an entrepreneur, if he is capable and able to implement the changes that are innovative in the production process are managed by him.

Role of Entrepreneurs

Entrepreneur has been a prime mover in the global economy. Because policy makers around the world realize that economic growth and prosperity lies in the hands of the entrepreneur (Zimmerer et al., 2008). A country will prosper only if there is an entrepreneur at least 2% of the population (McClelland, 1965). Entrepreneurs often play other

roles, especially the role as owners of capital and as a manager, and people mainly act as capital owners, or managers can be an entrepreneur. In practice visible symptoms that many people who are eager to become entrepreneurs once experienced a situation where they are forced to release their new venture, because they do not have the right state of mind to run a business Winardi (2003).

Theory of Meeting the Needs of Entrepreneur

Referring to the theory developed by David McClelland (1960-1961) linking between individual motivation and learning concepts. McClelland developed a theory of the entrepreneur and found that certain people make entrepreneur. McClelland in his theory found many needs to be obtained from the emergence of culture. Furthermore, he mentioned that there are three of the needs associated yangbisa between motivation to learn if someone needs to entrepreneurs, namely: achievement needs (need for achievement), power needs (need for power), and the need for affiliation (need for affiliation).

Culture Entrepreneur

According to Stevenson and Gumpert (1985) in Stoner and Freeman (1989) in understanding the concept of entrepreneur, there are two underlying culture. First, the corporate culture is more focused on the emergence of new opportunities, tools to capitalize on, and the establishment of appropriate structures to implement such efforts. Second, the administrative culture that focuses on the opportunities that exist, the structures and procedures keorgaisasian supervision. In this culture of strategic orientation managers with the most personality types of administrative, driven by the resources it controls, such as the amount of money owned by the company concerned, skills and other aktivits that can be controlled by them.

Decision Entrepreneur

Stoner et al. (1989) suggest that individuals at all levels within an organization must constantly make decisions and solve various kinds of problems or issues. The issue or problem arises when real conditions, is different, compared to the expected conditions (Winardi, 2003). An issue or problem can be formulated into a situation, where a number of previously defined targets, sometimes the problems that arise will lead to the emergence of certain opportunities.

2.2 Hypothesis Development

2.2.1 Necessity of Achievement (Need for Achievement)

Referring to the theory of achievement motivation by McClelland (1961) in Handoko (2009) it is suggested that there is a positive

correlation between achievement needs with outstanding achievements and successful implementation. Furthermore, McClelland (1961) in Handoko (2009) concluded that entrepreneurs, scientists and professionals have this level of achievement motivation above average. The motivation of an entrepreneur does not merely want to achieve profit for his/her own benefit, but because he/she has strong desires to excel. Advantages are a simple measure that shows how well the work has been done, but not as important as the goal itself.

In line with that, Indarti and Wulandaru (2003) explains that the need for achievement is one of the critical factors that determine a person's level of performance. McClelland states that a person who has a high need for achievement have a strong desire to succeed. There are three attributes that are attached to a person who has a need for high achievement, namely (a) like personal responsibility in taking decisions, (b) willing to take the risk in accordance with its capabilities, and (c) have the interest to always learn from decisions that have taken.

Furthermore, some researchers (Rauch and Frese, 2000; Rose et al., 2006; Simpeh 2011; Fuad and Bohari 2011) concluded that a person's need for achievement have great influence in the level of success as an entrepreneur. Based on aforementioned theories, the first hypothesis was proposed as the following:

H1: *Entrepreneur women motivated by the need for a higher performance than the female employee.*

2.2.2 Necessity of Affiliates (Need for Affiliation)

Need for affiliation is the basic motive for seeking and maintaining interpersonal relationships. Need for affiliation is also associated with a tendency to form friendships and to socialize, to interact closely with others, to cooperate with others in a friendly way, and to fall in love.

Affiliation requirement refers to a person's desire to be close to other people and feel confident that he received (McClelland, 1961). Thursday and Jusoh (2006) in his research explains that people who have high levels of affiliation needs tend to spend a large amount of time to socialize with others. These people are trying to maintain a harmonious relationship with others and sometimes it may be compromising the success of the work to protect this relationship. People with a high level of need for affiliation has a strong desire to be liked by colleagues and subordinates, and this can affect their performance in a negative way. Similar delivered Indarti and Wulandaru (2003) in his research said that the need for affiliation is associated with the maintenance of a warm and friendly attitude in dealing with others. Someone

with a high need for affiliation is not related to the completion of the task unless the task completion is a requirement to build interpersonal relationships (Atkinson and Reitman, 1956 in Indarti and Wulandaru, 2003). Based on aforementioned theories, the second hypothesis was proposed as the following:

H2: *Entrepreneur women motivated by the need for affiliation lower than female employees.*

2.2.3 Necessity of Autonomy (Need for Autonomy)

The need for autonomy someone entrepreneur often associated with entrepreneurial motivation (Vecchio, 2010). The need for autonomy is more likely to be able to control people who did not want her to lead, someone who has a need for autonomy will tend to want to work in their own way, they are not affected and are not driven by someone else and this need is emerging as an uprising against or escape from control others (Murray, 1938). People with a high need for autonomy generally prefer self-employment, is not concerned about the opinions and rules of others, and prefer to make their own decisions (Atkinson, 1958). In line with research conducted by Baum et al. (1993) concluded that the interest of a person to become an entrepreneur is driven by the need for the autonomy of a particular group to organize limited human resources and capital. Based on aforementioned theories, the third hypothesis was proposed as the following:

H3: *Entrepreneur women motivated by the need for autonomy higher than female employees.*

2.2.4 Necessity of Domination ((Need for Domination)

Needs dominance in a person who tend to be driven on the basis of a person's desire to be able to control the emotions and behavior of others (Murray, 1938). Someone with a high need for dominance tend to look for the opportunity to lead and prefer controlling people and other affairs (Murray, 1938). Furthermore, Lee (1997) in his research concluded that people with a need for dominance are high will always maintain or seek to achieve control to influence others, and as a result the situation of hierarchical such as those found in large organizations and complex would be suitable for people like this, Research in this area found that people who become helm of a business are usually motivated by the need for a high dominance.

By becoming a business owner, an entrepreneur will have a high dominance in the enterprise, because its authority. Instead, employees are only given limited authority to carry out tasks assigned to them. Based on aforementioned theories, the fourth hypothesis was proposed as the following:

H4: *Entrepreneur women motivated by the need for domination higher than female employees.*

2.3 Sample and Sampling Methods

In this study, the samples consist of women who are entrepreneur and employees resided or worked in the northern part of East Kalimantan border. They are taken using purposive sampling with the following criteria:

1. They have at least one year working experience. This study assumed that women who have been working for at least one year must have good interaction among businesses and employees.
2. The samples lived in the North Borneo (Tarakan city, Bulungan, Malinau district, Nunukan and Tana Tidung).

This study involved 300 respondents in which they were divided into two groups, entrepreneurs and employees.

2.4 The research Instrument

In this study, the Manifest Needs Questionnaire (MNQ) developed by Indarti and Wulandaru (2003) was used. This instrument was used to measure four respondents needs: the need for achievement, need for affiliation, need for autonomy and the need for domination. The instrument consists of 20 items that measure respondents' attitudes toward certain behaviors in the workplace. Likert scale with seven values are used for each item attitude. In addition, the respondent's demographics were also recorded including as the current age, the age when starting a business, education, marital status, length of employment, employment status, the current department and address.

2.5 Data analysis

Referring to Indarti and Wulandaru (2003), the data in this study were analyzed by using descriptive statistics to investigate the central tendency. Cronbach's alpha values were used to view internal consistency MNQ. Furthermore, different test t-tests were used to compare the level of needs among groups of respondents: women entrepreneurs and female employees. All statistical analysis was conducted using SPSS.

3. RESULTS AND ANALYSIS

3.1. Respondents' Profile

In this study, the response rate of the questionnaire was 95% (285 out of 300). Following respondents' age, the age range of entrepreneurs women (group 1) were above the ripe age of 36, while for employee were in the age range under 36 years old (group 1). So it can be seen that the higher age of women entrepreneurs than female

employees. This means that women entrepreneurs in doing business with a mature age may have more experience and expertise as well as their more independent mindset.

For the education level, majority of the respondents came from the high school. The group of women entrepreneurs who graduated from high school or vocational was 35 respondents. Meanwhile, the number of female employees respondents who completed high school education was 36 respondents. For marital status, a number of 158 respondents was married, and the rest are still single.

As for working experience, respondents from group 2, 183 respondents have working experience for 1-3 years. A number of 165 respondents worked as entrepreneur, meanwhile a number of 120 respondents worked in informal sector.

3.2 Research Instruments Testing Results

Data results of questionnaires form of data in the study were collected by an instrument. Furthermore, instruments used in collecting the data must meet two critical requirements that the validity and reliability. In this study resulted in a validity test using the approach of CFA showed that each item expressed need for achievement, need for affiliation, need for autonomy and the need for dominance, each item amounting to 5 (five) statements, has a value of good validity of specified minimum threshold of 0.5. Instrument reliability test in the study showed that reliability testing for the variable need for achievement, need for affiliation, need for autonomy and the need for domination. The fourth variable is declared reliable by Cronbach alpha values above 0.60 (Hair et al., 2010), so it can be used in subsequent analysis.

3.3 Descriptive Statistics

Results processing descriptive statistics for the main variables in this study indicates that respondents from groups of entrepreneur women who are motivated by the need for achievement demonstrates the value which is quite high, namely 4.536 and respondents from the group of female employees also showed a high value as well, namely 4.226. The high value of women entrepreneur groups and groups of female employees because they have a desire to create a work that can give them a better performance than the work of others. It can be interpreted that women entrepreneurs and female employees in North Borneo has a very high motivation to achieve this because the competition is very tight so that each individual wants to perform well individually and in organizations.

The average value for the variable need for affiliation to the respondents coming from women entrepreneur groups motivated by the need for affiliation shows a fairly high value, namely 4.449 and respondents from the group of female employees also showed that higher the value is 4.057. It shows that there is a good relationship among women entrepreneurs and female employees in North Borneo. Maintaining good relations will reaffirm the commitment in achieving the common goal of both individuals and organizations.

These variables indicate the value is good enough for a group of women entrepreneurs in the amount of 4,338 and the numbers below indicate a female employee in the amount of 3,991. It can be interpreted that the need for autonomy for groups of entrepreneurial women enough support for the need for autonomy aims to control the people who did not want her to lead or be led, this group tends to want to work in his own way, are not affected and are not driven by others, Unlike the mostly female employee groups showed the great need for autonomy but are still bound by some rules provided by the organization in which they work.

These variables showed a fairly good value for the group of women entrepreneurs and groups of female employees in the amount of 4,412 and 4,115. It can be interpreted that the majority of both groups of women entrepreneurs and groups of female employees who were in the North Borneo strongly support the needs of such dominance. To maintain the sustainability of its performance, the entrepreneur women and female employees need to keep the need for dominance.

4. HYPOTHESIS TESTING RESULTS AND DISCUSSION

4.5.1 First Hypothesis

H1: Entrepreneur woman is motivated by the need for a higher performance than the female employees.

The output of different test using a t-test assuming equal variance assumed showing Achievement Needs value of 5.317 with a significance value of 0.00, higher value indicates an average value of women entrepreneurs need for achievement than female employees this case in accordance with the results of previous research (Rauch and Frese, 2000; Indarti and Wulandaru, 2003; Rose et al., 2006; Simpeh 2011; Fuad and Bohari 2011). So that in this study supported the hypothesis one. In the context of motivation entrepreneurial women in the border region of northern East Kalimantan, motivation need for achievement by an entrepreneur very powerful thing to do, given that an employer does not merely want to achieve profits for their own benefit, but they

have a strong desire to excel (McClelland, 1961). Advantages are a simple measure that indicates how well the work has been done, but not as important as the goal itself (Handoko, 2009).

4.5.2 Second Hypothesis

H2: Entrepreneur women motivated by the need for affiliation lower than female employees.

The output of different test using a t-test assuming equal variance assumed demonstrated need for affiliation values of 6.130 with a significance value of 0.00. The value shows the average value of women entrepreneurs need for affiliation is higher than the female employee does not match this with previous studies. So that the two hypotheses are not supported. In the context of female entrepreneurial motivation in North Borneo, the motivation will be the need for affiliation has a higher value. This is probably because the number of people in border areas are not too many and each of them are getting know each other so that if there are problems they will often overcome together. This means that when a woman entrepreneur and affiliate female employee will need a businesswoman and female employees will be referring to his desire to be closer to other people and usually they feel confident that he is accepted by others (McClelland, 1961). Aldrich and Zimmer (1986) in his research saying that for entrepreneurs, network or affiliate is a tool to reduce risks and transaction costs as well as provide access to business ideas, information and capital.

4.5.3 Third Hypothesis

H3: Entrepreneur women motivated by the need for a higher autonomy of the female employees.

The output of different test using a t-test assuming equal variance assumed demonstrate the value the need for autonomy of 5,498 with a significance value of 0.00, the value shows the average value of women entrepreneurs need for autonomy is higher than female employees in accordance with the results of this previous studies this study, consistent results of previous studies (Murray, 1938; Atkinson, 1958; Baum et al. 1993; Indarti and Wulandaru, 2003). So in this study the third hypothesis is supported. This means they want to carry out their work independently and be able to run its business without interfering with the other side so they will fast in making decisions to improve performance according to what they want.

In the context of female entrepreneurial motivation in North Borneo, has a level of motivation will need a high autonomy, it will make it easier for women entrepreneurs and female employees to improve individual and organizational performance. However, implementation of motivation of the need for autonomy made by an

entrepreneur women with female employees is quite different given that female employees would be further isolated by the provisions or rules set by the organization in which they work, so that female employees who are motivated will need the autonomy to tend to restrain themselves. While different groups of women entrepreneurs who tend to want to work in his own way, are not affected and are not driven by others (Indarti and Wulandaru, 2003). As well as they usually prefer independent work, more do not care about the opinion and the rule of others, and prefer to make their own decisions (Atkinson, 1958).

4.5.4 Fourth Hypothesis

H4: Entrepreneur women motivated by the need for a higher predominance of the female employees.

The output of different test using a t-test assuming equal variance assumed demonstrate the value the need for domination of 5.185 with a significance value of 0.00, the value shows the average value of women entrepreneurs need for dominance is higher than female employees (Indarti and Wulandaru, 2003). In the context of female entrepreneurial motivation in North Borneo, the level of motivation will need a high dominance, it will be easier for entrepreneurs, women and women employees to improve individual and organizational performance. Implementation of the need for dominance motivation from both employers and employees lady lady is very good to do, but in the implementation of an employee having difficulty in meeting the need for dominance is given that a female employee is bound by the rules of the organization where he works. It would be different if applied by a woman entrepreneur who possess the freedom to work. A woman entrepreneur with a high need for domination will strive to always keep how they can influence others (Lee, 1997). Similar delivered by Indarti and Wulandaru (2003) that an entrepreneur will have a high dominance in the enterprise, because its authority.

5. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusions

This study aimed to get empirical evidence motivation of women entrepreneurs in North Borneo. The conclusion in this study are the following:

1. The profile and motivation of women entrepreneurs in North Borneo majority aged over 35 years and the average is married, with the level of education has completed the majority of middle and high school education. Furthermore, women entrepreneurs in North Borneo majority have experience of working between 22 years to 24 years of work in their field.

2. This research may prove that women entrepreneurs motivated by the need for a higher performance than the female employees in North Borneo.
3. This study can not prove that women entrepreneurs motivated by the need for affiliation lower than female employees in North Borneo.
4. This research may prove that women entrepreneurs motivated by the need for a higher autonomy of the female employees in North Borneo.
5. This research may prove that women entrepreneurs motivated by the need for a higher predominance of the female employees in North Borneo.

5.2 Limitations and Suggestions Research

Implementation of this research there are some limitations that are expected to be material to suggest improvements for future research relevant to the topic. Limitations and suggestions in this study are:

1. This study used a cross-sectional study that can only explain a phenomenon at one time, the consequences can not be known of the effects of the time change. Because a person's motivation will need a diffusion process that can change over time, so that future research could examine the motivation of female entrepreneurs with longitudinal studies.
2. Future research can be done in the context of different organizational cultures so it can be the difference in motivation of female entrepreneurs (eg, by comparing the group of large employers, small businesses, groups of female company employees and civil servants group of women).

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