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# Women Entrepreneurs on the Rise: Unveiling the Interplay between Goals-Motivation, Orientation, and Opportunity Recognition and Performance

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**Abstract**

Women entrepreneurs in Indonesia significantly contribute in national economy. Traditionally, Indonesian society has a tradition of believing that women have more responsibility for the household. This study investigates the effect of entrepreneurial orientation and entrepreneurial goals and motives on woman entrepreneur performance through opportunity recognition. Respondents in this study are 220 women entrepreneurs in from several provinces in Indonesia. This study chose the Partial Least Square-based Structural Equation (PLS-SEM) model technique to analyze the data. This study successfully confirmed the influence of entrepreneurial orientation on opportunity recognition in women entrepreneurs. However, the researcher could not show the effect of entrepreneurial goals and motives on opportunity recognition in women entrepreneurs. Furthermore, entrepreneurial orientation, entrepreneurial goals and motives, and opportunity recognition significantly influence women entrepreneur performance.

# Pengusaha Wanita yang Bangkit: Mengungkap Hubungan antara Tujuan-Motivasi, Orientasi, dan Mengenali Peluang terhadap Kinerja

***Abstrak***

*Pengusaha perempuan di Indonesia berkontribusi secara signifikan dalam perekonomian nasional. Secara tradisional, masyarakat Indonesia memiliki tradisi yang meyakini bahwa perempuan memiliki tanggung jawab lebih besar dalam mengurus rumah tangga. Penelitian ini bertujuan untuk mengetahui pengaruh orientasi kewirausahaan dan tujuan serta motif berwirausaha terhadap kinerja wirausaha wanita melalui pengenalan peluang. Responden dalam penelitian ini adalah 220 pengusaha perempuan dari beberapa provinsi di Indonesia.. Penelitian ini memilih teknik Partial Least Square-based Structural Equation Model (PLS-SEM) untuk menganalisis data. Penelitian ini berhasil mengkonfirmasi adanya pengaruh orientasi kewirausahaan terhadap pengenalan peluang pada pengusaha wanita. Namun, peneliti tidak dapat menunjukkan pengaruh tujuan dan motif kewirausahaan terhadap pengenalan peluang pada wirausaha perempuan. Lebih lanjut, orientasi kewirausahaan, tujuan dan motif kewirausahaan, dan pengenalan peluang secara signifikan mempengaruhi kinerja pengusaha perempuan.*

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Women entrepreneurs in Indonesia significantly contribute in national economy. Based on a report from Women Entrepreneurs in Indonesia from the *Katadata databoks*, Indonesia has 55 million people engaged in SMEs. According to data from the Global Entrepreneurship Monitor in 2014, out of a population of 85 million women of productive age in Indonesia, 26 percent are active entrepreneurs. The Global Gender Gap Index, Indonesia scored 68.4% or 0.684, which puts Indonesia in the 92nd position. Women, in contrast to men, have family duties that may prevent them from performing better. Traditionally, Indonesian society has a tradition of believing that women have more responsibility for the household. The condition drive women to work in small businesses rather than other industrial fields (Chowdhury et al., 2013; Elenurm & Vaino, 2011). Women also often lack independence in decision-making due to the need for their husband's approval in business matters.

The role of women in entrepreneurship is proliferating. In Indonesia, the number of women entrepreneurs continues to increase and contributes significantly to the national economy. A woman entrepreneur is "the woman or group of women, who initiate, organize and operate a business enterprise" (Pandian & Jesurajan, 2011). Whether as entrepreneurs or not, women face the challenge of performing (as expected) different roles at home, at work, and in the community (Mozumdar et al., 2022). However, women entrepreneurs faced unique challenges compared to their male counterparts. One of the main challenges is achieving optimal performance in their business. Some studies have already discussed factors as determinants of women entrepreneur performance (Erogul & Quagrainie, 2018; Mozumdar et al., 2022; Mwaura et al., 2015; Nasip et al., 2017; Ribeiro et al., 2021).

Most entrepreneurship researchers believe that organizations with a robust entrepreneurial orientation achieve their goals more efficiently and increase performance (Dess & Lumpkin, 2005). Several studies have examined how factors affect women entrepreneurs' performance, including entrepreneurial orientation, entrepreneur goals and motivation, opportunity recognition, and women entrepreneurs' performance (Hasan & Almubarak, 2016). Several previous studies have proven the relationship between entrepreneurial orientation and entrepreneurial performance (Idar & Mahmood, 2011). Interestingly, another research did not show the influence of did on performance (Sisi, 2019).

This study investigates the effect of entrepreneurial orientation and entrepreneurial goals and motives on woman entrepreneur performance through opportunity recognition. This study aims to enrich an understanding of the factors that influence the performance of women entrepreneurs, particularly in the Indonesian context. Furthermore, this research is expected to provide input for developing policies and programs that support women entrepreneurs in achieving success.

## LITERATURE REVIEW

### Women Entrepreneur Performance

Entrepreneur performance is the achievement level of entrepreneurs in running their businesses or enterprises (Hasan & Almubarak, 2016). It may also refer to an entrepreneur's effort into the business that is influenced by many factors (Nneka, 2015). SMEs must overcome critical challenges for higher-quality businesses and greatly expand entrepreneurial activities (Zeidan & Bahrami, 2011). In the context of women entrepreneurs, women's entrepreneurial performance is defined in terms of entrepreneurial output, which refers to the level of achievement of entrepreneurs in running a business (Hasan & Almubarak, 2016). The number of employees, profits, and sales volume can measure achievement. The measure of success of women entrepreneurs is self-satisfaction when they can generate income and contribute to their

families (Alam et al., 2011). Understanding the traits of female entrepreneurs, their driving forces, and their degree of success in the industry is crucial (Ramos et al., 2014). Many women work as executives before starting their own business. They have a primary reason for dissatisfaction with their jobs (Kobeissi, 2010). The issue of gender and business performance has been debated in various aspects. In the conventional view, women in entrepreneurship are still seen as inferior, with the assumption of equal resources, thus assuming that the performance of male entrepreneurs is better than that of female entrepreneurs. However, this view has been widely challenged and proven with concrete evidence.

**Opportunity Recognition**

Opportunity recognition can be defined as the "creation of new interpretations of existing sets of relationships" (Sarason et al., 2006). Opportunity recognition can define as the perception of new possibilities (Mostafiz & Goh, 2018). Opportunity recognition is defined as the entrepreneur's capability to identify opportunities by assessing market insights and external possibilities, and to cognitively transform those possibilities into economic value (Townsend & Harkins, 2005). While entrepreneurial opportunities are subjective, they are objective phenomena recognized by a particular individual at a particular time (Shane & Venkataraman, 2000). Opportunity recognition is the idea discovery to create new businesses and the search for information about markets and enabling technologies. Opportunity recognition is defined as the process of identifying potentially profitable new business ideas in opportunity recognition or opportunity discovery which refers to the process of starting an innovative business, for them to introduce something new to the market.

**Entrepreneurial Goals & Motives**

Motivation is defined as a set of dynamic strengths from internal and external to an individual to initiate behavior and determine its direction, intensity, and duration (Mitchell & Daniels, 2003). Entrepreneurial motivation is a condition that arises within the individual when taking action or achieving a goal in an entrepreneurship context (Hendriani et al., 2019). Rosmiati (2015) include motivation to achieve entrepreneurial goals, such as identifying and exploiting business opportunities. Entrepreneurs are individuals guided by motives that inspire the identification of opportunities (Chaudhuri et al., 2012). In addition, goals mean the positive outcomes one expects from performing a reasoned behavior and motivation defines as process by which goal-directed activity is triggered and sustained (Ming-Yen & Siong-Choy, 2007).

**Entrepreneurial Orientation**

Entrepreneurial orientation is an important factor in the success of the company in achieving its goals (Tanzil et al., 2021). Entrepreneurial orientation is a process, practice, and decision-making activities that lead to new entry (Wang, 2008). According to the theory of entrepreneurship, entrepreneurial orientation is the capacity of the entrepreneur to identify and capture opportunities associated with entrepreneurial performance (Shane, 2003). Entrepreneurial orientation provides up-to-date knowledge that helps exploit new and innovative market opportunities (Li et al., 2009). Entrepreneurial orientation is essential in developing entrepreneurial actions to create a competitive advantage. Entrepreneurial orientation is defined as how an entrepreneur runs a business starting from process activities, practices, and decision making that uses the reference of entrepreneurial orientation and leads to newcomers (Histiarini et al., 2017).

## RESEARCH METHOD

This study aims to examine the effect of entrepreneurial orientation and entrepreneurial goals motives on women entrepreneur performance with opportunity recognition as a mediator. In the sampling method, this research used purposive sampling with several criteria that were determined, including women who have had the business for at least one year and have been operating for now. The data collection method of this research is a questionnaire distributed online to women entrepreneurs in various cities in Indonesia. In data analysis, the researcher used the Partial Least Square-based Structural Equation (PLS-SEM). The process consists of outer model and inner model evaluation. In processing data, the researcher will run the data analysis with statistical software SmartPLS.

In developing an instrument for measuring all variables, the researcher was adopted from some references (Bosma et al., 2004; Fatoki, 2011; Hasan & Almubarak, 2016; Yu-Lin Wang et al., 2013). Entrepreneurial orientation and entrepreneurial goals and motives were adapted from Hassan & and Almubarak (2016). This study used three items that developed by Wang et al. (2013) for measuring opportunity recognition. In addition, women entrepreneur performance adopted six items from Bosma et al. (2004). The items also used in Fatoki (2011) and Hassan & Almubarak (2016). All items are measured on a 5-point Likert scale, with "1=strongly disagree" and "5=strongly agree."

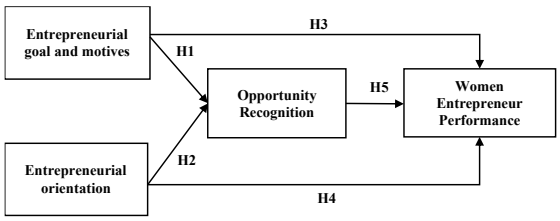



**Figure 1. Research Model**

Hypotheses:

H1. Entrepreneurial goals and motives significantly influenced on opportunity recognition

H2. Entrepreneurial orientation significantly influenced on opportunity recognition

H3. Entrepreneurial goals and motives significantly influenced on women entrepreneur performance

H4. Entrepreneurial orientation significantly influenced on women entrepreneur performance

H5. Opportunity recognition significantly influenced on women entrepreneur performance

H6. Entrepreneurial goals and motives significantly influenced on women entrepreneur performance through opportunity recognition.

H7. Entrepreneurial orientation significantly influenced on women entrepreneur performance through opportunity recognition.

## RESULT & DISCUSSION

### Demographics Respondent

After distributing questionnaire, the researcher successfully collected 220 feedback from respondents from women entrepreneurs. Most respondent were between 21-30 years old about 64%. The remaining respondents were 15% under 21 years old, 13% of 31-40 years old, and 8% of 41-50 years old. Majority respondents have income under IDR 10 million per month or 83% from total respondent. 76% of respondents have a parent or families who have a business. Based on the location, many respondents came from West Java (36% or 80 people). Another respondent also came from East Java (28% or 62 people), Central Java (21% or 46 people), Jakarta (10% or 22 people), and Yogyakarta (5% or10 people).

### Validity and Reliability Test

In the validity test, researcher used the outer loading indicator. According to (Ghozali & Latan, 2015), indicators are to be valid if they have a correlation value above 0.70, but if they have a correlation value of 0.5 - 0.6, it is still acceptable. The data processing results found that seven items had to be removed from the model because they did not meet the indicators.

**Table 1. Cronbach's alpha, Composite Reliability, and AVE**

| | Cronbach's alpha | CR | AVE | Result |
|---|---|---|---|---|
| OR | 0.631 | 0.844 | 0.730 | Reliable |

| | | | | |
|---|---|---|---|---|
| EGM | 0.701 | 0.869 | 0.768 | Reliable |
| EO | 0.685 | 0.827 | 0.614 | Reliable |
| WEP | 0.681 | 0.807 | 0.512 | Reliable |

Note: OR=Opportunity Recognition, EGM=Entrepreneurial Goal & Motives, EO=Entrepreneurial Orientation, WEP=Women Entrepreneur Performance, CR=Composite reliability: AVE=Average variance extracted, Source: Data Processed by SmartPLS 4.0.9.6

Researcher used three indicators for reliability testing: Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). The variable is declared reliable if the Cronbach's alpha value is ≥ 0.7, CR ≥ 0.7 and AVE ≥ 0.5. From data processing, all variables are declared reliable (seen in Table 1).

## Statistical Descriptive

In this stage, the researcher evaluates the descriptive statistics. The researcher presents the results of processed descriptive statistical data in table 2. This data processed with software IBM SPSS. The result showed that entrepreneurial goals and motives (EGM) is the highest mean score (M=4.066, SD=0.721), followed by opportunity recognition (OR) (M=3.848, SD=0.793). Women entrepreneur performance (WEP) is the lowest mean (M=3.643, SD=0.738). However, all variables are still categorized as high.

**Table 2. Descriptive Statistics**

| | Min | Max | Mean | SD |
|---|---|---|---|---|
| OR | 1 | 5 | 3.848 | 0.793 |
| WEP | 1 | 5 | 3.643 | 0.738 |
| EGM | 1 | 5 | 4.066 | 0.721 |
| EO | 1 | 5 | 3.836 | 0.698 |

Note: SD=Std. Deviation Source: Data Processed by SmartPLS 4.0.9.6

## Hypotheses Test

In hypothesis testing, researcher used p-value and t-value indicators in evaluating the statistical result. The hypothesis can be accepted if the p-value ≤ 0.05 and t-value ≥ 1.96. In hypothesis H1 test, entrepreneurial goals and motives (EGM) significantly influenced on opportunity recognition (OR) where a p-value ≥ 0.05 (β=0.000, p-value=0.999). This value confirmed that H1 was rejected. This study confirms the relationship between entrepreneurial orientation (EO) and OR, so H2 was accepted with a p-value ≤ 0.05 (β=0.524, p-value=0.000). In addition, the variables of EGM, EO, and OR significantly influenced women entrepreneur performance (WEP) with a p-value ≤ 0.05. These results conclude that H3, H4, and H5 were accepted.

**Table 2. Direct Effect Test**

| Hypotheses | β | t-value | p-values | Result |
|---|---|---|---|---|
| H1: EGM → OR | 0.000 | 0.001 | 0.999 | Rejected |
| H2: EO → OR | 0.524 | 7.690 | 0.000 | Accepted |
| H3: EGM → WEP | 0.123 | 2.054 | 0.040 | Accepted |
| H4: OR → WEP | 0.378 | 5.427 | 0.000 | Accepted |
| H5: EO → WEP | 0.294 | 3.480 | 0.001 | Accepted |

Note: OR= NS=Not Supported, S=Supported, Source: Data Processed by SmartPLS 4.0.9.6

Testing mediation, researcher found that OR can mediate the effect of EO on WEP where the p-value ≤ 0.05 (β=0.198, p-value=0.000) and H7 was accepted. However, this study could not confirm the role of OR in mediating the effect of EO on WEP because the p-value ≥ 0.05 and H6 was rejected.

**Table 3. Mediation Effect Test**

| | β | t-value | p-values | Result |
|---|---|---|---|---|
| H6: EG → OR →WEP | 0.000 | 0.001 | 0.999 | Rejected |
| H7: EO → OR → WEP | 0.198 | 4.514 | 0.000 | Accepted |

Note: NS=Not Supported, S=Supported, Source: Data Processed by SmartPLS 4.0.9.6

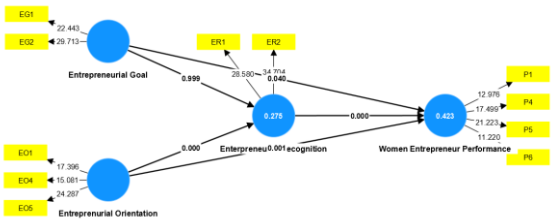



**Figure 2. Hypotheses Test**
Source: Data Processed by SmartPLS 4.0.9.6

## Entrepreneurial Goals and Motives Toward Opportunities Recognition

The study failed to prove the effect of entrepreneurial goals and motives on opportunities

for recognition among women entrepreneurs. This study does not align with previous research (Hasan & Almubarak, 2016). Entrepreneurial motivation is the factor that influences entrepreneurs to pursue opportunities (Shane et al., 2003). Motivation need to convert a recognized opportunities into action (Carsrud & Brännback, 2011). Highly motivated entrepreneurs tend to seek and recognize new business opportunities proactively. They are highly curious and pay attention to market trends, technological changes, and unmet consumer needs. They are used to observing and analyzing the surrounding environment to find market gaps that can be exploited. Motivation and purpose can encourage women entrepreneurs to think creatively and innovatively to find new solutions to problems and opportunities.

**Entrepreneurial Orientation toward Opportunities Recognition**

This study successfully confirmed the relationship of entrepreneurial orientation on opportunity recognition in women entrepreneurs. This research aligns with the previous research (Ataei et al., 2024; Donbesuur et al., 2020; Ferreira et al., 2020; Wiklund & Shepherd, 2005). However, the results of this study are not in line with Hasan & Almubarak (2016) research, which did not prove the role of entrepreneurial orientation on opportunities recognition. Entrepreneurial orientation can be a crucial measure of how an organization can utilize market opportunities (Karimi & Rahmani, 2016). Proactive entrepreneurs take advantage of opportunities that come to them. They actively seek out new opportunities and take steps to make them happen. Entrepreneurs should not be afraid to take risks but should always carefully calculate them before deciding. Entrepreneurs should always look for new ways to improve their business and meet customer needs.

**Entrepreneurial Goals and Motives toward Women Entrepreneur performance**

This study successfully confirms the effect of entrepreneurial goals and motives on women entrepreneur performance. This result aligns with most of the previous research, which shows that entrepreneur motivation is a critical determinant of business growth (Shane, 2003). The relationship between motivation and performance in women entrepreneurs is an important issue regardless of whether female or male entrepreneurs, but whether the initial motivation to start their business affects business performance (Rosmiati, 2015). Entrepreneurs with clear goals and strong motivation tend to be more successful in achieving their business goals. It helps them to make better decisions and avoid wasting time and resources. Overall, strong motivation and purpose can positively impact the performance of women entrepreneurs, resulting in increased profitability, growth, and success.

**Entrepreneurial Orientation toward Women Entrepreneur performance**

This result found that entrepreneurial orientation significantly influenced women entrepreneur performance. This study confirmed the previous research by Hasan & Almubarak (2016). Entrepreneurial orientation is a critical driver for business performance (Fuentes-Fuentes et al., 2015; Rauch et al., 2009). Women entrepreneurs with high entrepreneurial orientation dare to take calculated risks to achieve their goals. This ability enables them to capitalize on new opportunities and grow their businesses. With a high entrepreneurial orientation, women entrepreneurs can improve their proactivity, risk-taking, flexibility, financial management, and network-building ability. Women entrepreneurs with a solid entrepreneurial orientation tend to be more persistent in facing obstacles and challenges. They do not give up easily and keep trying to achieve their goals.

### *Opportunities Recognition to Women Entrepreneur performance*

This study proved the role of opportunity recognition in influencing on women entrepreneur performance. This research is in line with previous research (Sanjaghi et al., 2013; Yonggui Wang & Zhang, 2008) that have concluded that opportunities recognition enhances performance in women entrepreneur. The results of this study are by the theory of entrepreneurship from Shane (2003), which explains that the business environment includes activities that lead to entrepreneurial opportunities and entrepreneurs' decisions to exploit opportunities that lead to the acquisition of resources and improve performance (Shane, 2003). When women entrepreneurs recognize new opportunities, they can develop new products or services that meet unmet market needs. It can lead to greater profits and improved business performance. Recognizing new opportunities allows women entrepreneurs to adapt to market changes and be more competitive than their competitors. It can help them to maintain and increase their market share. Overall, opportunities recognition can have a positive effect on women entrepreneur's performance.

## CONCLUSION

This finding successfully proved the influence of entrepreneurial orientation toward opportunity recognition in women entrepreneurs. Furthermore, this study also confirmed that entrepreneurial orientation and entrepreneurial goals & motives significantly influence on women entrepreneur performance. Another result also showed the opportunity recognition significantly influence on women entrepreneur performance. However, the researcher cannot prove the effect of entrepreneurial goal & motives on opportunity recognition in women entrepreneurs. In the context of mediator variables, opportunity recognition proved to be able to mediate the effect of entrepreneurial orientation toward women entrepreneur's women performance. The role and contribution of women are now essential in facing various challenges and difficulties, recovery efforts, reforms, and economic transformation. Expanding and building women's businesses can open up more significant opportunities for Indonesia's economic growth. One is the high household burden, where women must also care for the household and children while running a business.

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