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**Conceptual review of the relationship between intrinsic, extrinsic, necessity, opportunistic motivations and the women enterprises performance**

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**Abstract**

*Despite the fact that gender balances in business and entrepreneurship have yet to be reached, it is well understood that along with encouragement, a focus on what motivates women is necessary to achieve this balance is also a matter of interest. The aim of this study is to develop a conceptual framework on the relationship between intrinsic, extrinsic, necessity and opportunistic motivations with the performance of women enterprises. Literature review process was used for data collection from previous researches. It was concluded that, the selected entrepreneurship motivation determinants are key input to performance of mission-driven organizations or enterprises. The study then recommended that women entrepreneurs should maintain a greater level of cohesion among themselves by forming unions where the members can give each other feedback or appreciation to encourage and increase their synergy. similar study was suggested to be conducted empirically while giving emphasis to a particular geographical location.*

**Keywords:** Enterprise performance, extrinsic, intrinsic, necessity, opportunistic motivations, women entrepreneurs.

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**1. Introduction**

In today's fast-growing world, the status of women has changed with the spread of awareness and education compared to prior centuries considering that women are now stepping outside the household and engaging in professional and other entrepreneurial activities (Jaafar, Genasan & Isa, 2019). Though entrepreneurship has long been considered a male-dominated profession, over time, the situation has changed by bringing women into the field of innovation and businesses (Mozammel & Zaman, 2018). Nonetheless, gender balances in business and entrepreneurship have yet to be reached, it is well understood that along with encouragement, a focus on what motivates women is necessary to achieve this balance is also a matter of interest (Jaafar et al., 2019). Consequently, women entrepreneurs play a substantial

role in the progression of an economy through the expansion of the employment level, innovative businesses, and the individual welfare within countries (AbdulAl & Mostafa, 2019). This role can be trace back to the improvement in the number of women in the workforce as a basic cornerstone in the marketplace and the entrance of new varieties in products and services from women entrepreneurial businesses. However, gender stereotyping embedded in culture leads to an unfair assessment of women's abilities in entrepreneurship (AbdulAl & Mostafa, 2019). Such social discrimination unconsciously affects female confidence in attaining business dreams gender stereotyping embedded in culture leads to an unfair assessment of women's abilities in entrepreneurship.

However, individuals seek to launch an entrepreneurial business based on several livelihood triggers regardless of their gender. Push and pull motivational factors are one category of motivational factors of women entrepreneurs (Bartha, Gubik, & Bereczk, 2019). Push factors are identified with the dissatisfaction and negative feelings from the work environment (e.g., job dissatisfaction, low wages, and joblessness) that drive individuals toward personal work. Pull factors are the factors that attract women toward entrepreneurship, such as independence, need for achievement, and monetary gain (Adeyeye, Aliu, Oni & Onimisi, 2019). This classification is similar to the necessity and opportunity motivations. An opportunity entrepreneur is the individual who opens a business when he/she discovers a market opportunity, while a necessity entrepreneur is related to the need to work in order to fulfill financial requirements (AbdulAl & Mostafa, 2019). In addition, intrinsic and extrinsic motivational factors stimulate women entrepreneurs to take on an entrepreneurial endeavor. Extrinsic motivations come from external causes such as money, gifts, rewards, and social greetings (Jaafar et al, 2018), while intrinsic rewards come from a desire to achieve personal fulfillment, such as self-efficacy, locus of control, and the need for achievement (Mawoli & Peter, 2021). Enterprise performance on the other hand is associated with the efforts and the motivations of an entrepreneur. While the relationship between motivations of women entrepreneurs and firm performance is commonly examined in developed countries (AbdulAl & Mostafa, 2019). However, in the view of Mozammel and Zaman, (2018), the growth and development of businesses depend upon the motivation of entrepreneurs. Therefore, it is well known that establishing, running and maintaining a business is no easy feat for women entrepreneurs. Motivation plays a major role in overcoming the problems and

challenges that are faced in daily lives (Mozamel & Zaman, 2018). Hence, to evaluate the significance of the challenges that women entrepreneurs face in this contemporary world it is necessary to determine the general motivational factors associated with setting up a business so that the optimal purpose of starting the business is achieved. Against this background therefore, examining entrepreneurship motivations from the individual entrepreneur's perspective is principal to understanding enterprise performance, because the motivational factors of entrepreneurs give them more power to overcome all the survival difficulties in their businesses. This motivated the researcher to conceptually concentrate on intrinsic, extrinsic, necessity and opportunistic motivations and their relationship with performance of the enterprise in terms of growth, survival and other factors based on prior literature.

### **Problem Statement**

Despite the development of having women engaged into entrepreneurial activities, women in the developing countries are still facing obstacles to participate in the market as an employee or as an entrepreneur (Shaikh, Shaikh & Shaikh, 2019). This low rate of women entrepreneurship in this area is the result of many factors, including the low confidence of women in their inner power, their fear to launch an entrepreneurial career, their negative comparison with men entrepreneurial capabilities and social, political, and religious limitations among others (Mawoli & Peter, 2021). Thus, motivational factors such as self-confidence and independence in decision making have enabled women entrepreneurs to acquire better life conditions, which, in return, can have an impact on the nation's growth (Shaikh et al., 2019). It is also worth noting that there may be gender inequality in employment and entrepreneurship. In addition, unemployment is disproportionately high

among females in Muslim-majority communities (Nasiri & Hemelin, 2018). Moreover, structural barriers, such as a policy framework that include gender-blind economic policies, lower levels of education and skill training, combine with a lack of career guidance and limited access to business development, social and cultural norms. Despite the fact that women entrepreneurship generally has helped in decreasing both the unemployment and poverty rates, since the women can actively provide their products and services online from their homes (AbdulAl & Mostafa, 2019). These policies have the effect of confining women largely to a reproductive role while a deficiency in regulations impede the transformation of educated women into labor market participation (Global Gender Gap Report, 2015 as cited in Nasiri & Hermelin, 2018). Therefore, in a state like Bauchi state in northern Nigeria it is worth to know the state is highly populated with Muslim women, hence, the participation of women entrepreneurship is relatively low and need to be investigated. The main purpose of this study is to scrutinize the prior researches on the relationship between entrepreneurship motivations on the performance of women entrepreneurship. The conceptual study will help the women entrepreneurs to know the motives that drive them in to the business so that their actions will be in line to that motive and achieve their goal by overcoming the societal challenges of gender biasness in the business environment. Categorically, the study was divided into four different categories; these categories include the introductory part of the paper, where the background of the study, problem statement, purposes and significance of the study are discussed. The second segment dwelled on the literature review, where the conceptual theoretical and empirical reviews were outlined. The third segment discussed the proposed methodology as guidance for future researchers as well as the expected results.

The final segments conclude the paper and make necessary recommendations for policy makers as well as the future researchers.

## **2. Literature Review**

This category was divided in three subsections, starting with the conceptual review, followed by the theoretical review and finally the empirical review.

### **Conceptual review**

**Enterprise performance** refers to the improvement and enhancement of organization's productivity in order to achieve maximum efficiency of used human and material resources is of the obvious and important management tasks (Manzoor, Wei & Asif, 2021). According to Sandhu, Iqbal, Ali and Tufail (2017), the performance of organizations is dependent upon the performance of employees (job performance) and other factors such as the environment of the organization. According to Yamin (2020) further, competitive advantage can also be used to measure enterprise performance where it is defined as a firm's ability wherein it generates higher amount of economic worth when compared with competitors. Mawoli and Peter (2021) view enterprise performance as their ability to reduce management costs, order-time, lead-time, and improve the effectiveness of using raw material and distribution capacity.

**Entrepreneurship** refers to any attempt at new business or new venture creation, such as self-employment, a new business organization, or the expansion of an existing business, by an individual, a team of individuals, or an established business (Adeyeye et al., 2019). According to Adeyeye et al. (2019), description explicitly stated the various means by which individual's involvement such as through self-employment and others in the new business activities, hence this study will adopt this submission as the working definition. It therefore becomes a focal

point in many countries vigorously seeking methods and means of promoting entrepreneurship especially through self-employment. In a nutshell, entrepreneurship can be perceived as the introduction of a new business activities into the economy in order to improve the lives of the people and earn an entrepreneurial profit (Adeyeye, 2018). This perception emphasized on 'newness' that is attributed to innovation by ways of introducing new or improved product, process, opening of new market, new source of raw materials or new ways of organization in distinguishing entrepreneurial activities from non-entrepreneurial businesses.

**Women Entrepreneurship** refers to the women ability to have direct control over an enterprise they own alone or with other individuals (AbdulAl & Mostafa, 2019). In the opinion of Mozammenl and Zaman (2018) women entrepreneurs is identified as any women who possesses a new business venture and presumes full responsibility for the risks as well as the outcomes. They also identified as women task that is multidimensional and fundamentally an activity that is creative or innovative. It is the hub of financial development and a significant driver of the growth of industries and society as a whole.

**Entrepreneurship Motivation** refers to the combination of psychological attribute of individual entrepreneurs and external or environmental factors that stimulate entrepreneurial actions in the forms of market opportunity exploration, product/innovation development, venture establishment, business management, business expansion and diversification, and business performance (Mawoli & Peter, 2021). According to Subedi and Phil (2021), entrepreneurship motivation is the energy or willingness of an individual to recognize an opportunity and deploy resources to exploit it. It is defined as a

combination of internal psychological mechanism of an entrepreneur and his/her individual context and environmental factors that channel energy, direction, determination, persistence and intention to identify novel idea, its implementation management, pursue goals and maintain entrepreneurial spirit where others see chaos and confusion (Sandhu, et al, 2017). Operationally, this study builds on the idea of Maslow (1946), and define entrepreneurial motivation as a human drive to satisfy certain needs (including, in its highest form, achievement motivation), and an aspect of the entrepreneur's behavior that is responsible for moving behavior toward a certain direction or object.

**Intrinsic Motivation** refers to an individual's decision to involve in an entrepreneurial activity due to his/her interest to seek novelty and challenges, to extend and exercise one's capacities, to explore and learn (Manzoor et al., 2021). In addition, intrinsic motivation is a passion that can lead to complete absorption in the work (Fairlie & Fossen, 2019). Intrinsic motivation can be interpreted as motives that can function without being stimulated from outside because there is already that drive within each individual (Efendi & Rahardja, 2021). Moreover, intrinsic motivation according to Sadeghi (2019) referred to as motivation derived from within the individual or from the activity itself, it can be said to have an affirmative outcome on the conduct, performance and well-being of an individual. Accordingly, intrinsic motivation is also referred to as an engagement in behavior that is inherently satisfying or enjoyable (Bertha, et al, 2019). Therefore, this study considers entrepreneurial intrinsic motivation as a situation where individuals carry out business activities for their inner satisfaction rather than any external forces for the purpose of making profit.

**Extrinsic Motivation** refers to individual's desire to engage in business activities that is derived from external stimuli, such as wealth, financial success or good job (Zhao et al., 2020). Extrinsic motivation according to Singh (2016) is doing something because it leads to a separable outcome, which means that outside encouragement or rewards are earned from performing a task rather than actual enjoyment of the task. Similarly, extrinsic motivation refers to the decision of an individual to start a new business merely to get some money or to avoid unemployment or pressure from family, friends, mentors etc (Subedi & Phil, 2021). Accordingly, when motivation is only centered on the payments, rewards, bonuses, prestige, development of the career or the factors that are linked to achieving the rewards are considered extrinsic motivation (Pirzada et al, 2019). In entrepreneurship, extrinsic motivation is an external factor affecting the entrepreneur's innovative behavior and regarding the incentives produced by the desire to obtain an outcome (Cetin & Askun, 2017).

**Necessity Driven Motivation** refers to the entrepreneurship motivation where entrepreneurs start their businesses when they cannot find another means of living or employment in the market (Subedi & Phil, 2021). According to Subedi and Phil (2021), large number of push factors (e.g. unemployment, job insecurity, disagreement with management, does not "fit in" with the organization no other alternatives) have been identified that lead an individual towards necessity entrepreneurship. Accordingly, necessity driven is the form of entrepreneurship in which an individual undertakes entrepreneurial activities and become self-employed due to immense needs, poverty, unemployment, under-employment, pressure from families and friends, or other marginal or social disasters, when all other options are absent or unsatisfactory (Sandhu et al., 2017). In the opinion of

Amoros, et al, (2019) necessity-based entrepreneurs, are the entrepreneurs that start a business because of "push motives," as a way to compensate for a lack of other sources of employment. Necessity-driven entrepreneurship in the context of this study is the situation where an individual is compelled to become entrepreneurial due to triggered or experienced negative events.

**Opportunity Driven Motivation** refers to the situation where an individual goes into entrepreneurship because of his traits, skills, interest, and knowledge or identified opportunity (Adeyeye, 2018). Such individual may abandon the juicy and well-paid employment to set up a new venture or be self-employed to exploit a perceived business opportunity (Adeyeye, 2018). Opportunistic motivation or "opportunity driven motivation" refers to the perception of one's on a market opportunity or an innovative idea, such that the entrepreneur searches for new or better solutions than those given in the actual (market) environment (Paais & Pattiruhu, 2020). According to Subedi and Phil (2021), opportunistic motivation refers to market opportunities and expectations of material gain. It means that opportunity entrepreneurs are individuals who start their business when they spot an opportunity in the market due to their expertise and skills for profit. In this study, opportunity-driven entrepreneurship is the involvement of certain individuals in entrepreneurial activities because of the opportunities perceived beyond the comfort zone of their present occupation, or they want to explore into new business due to opportunity they realized through connection or financial privilege.

### **Theoretical review**

#### **Self-Determination theory**

Self-determination theory (SDT) was proposed by Deci and Ryan (1985). The theory represented more of a personality and human needs approach to motivation. For basic human needs, they have listed the

basic needs of competence, autonomy and relatedness. As part of this theory, they have introduced intrinsic and extrinsic motivation terms. They have described intrinsic motivation as an innate inclination to expand one's capacity, to seek the new and the challenging, and to explore and to learn (Buil, et al, 2018). This type of motivation derives from carrying out the activity for the sake of itself, meaning that the individual feels satisfaction from just by doing the activity itself. In contrast, extrinsic motivation leads the individual to perform to achieve an external result. In other words, the activity itself does not produce any satisfaction, but the result of it does. Therefore, the individual carries it out to reach that desirable outcome (Cetin & Askun, 2017). Furthermore, SDT explicitly confounds intrinsic motivation (enjoying the task) and achievement motivation (pursuing goals and challenges). Pursuing goals and combating challenges can be referred to as push and pull factors or necessity and opportunity driven motivations when describing motivation as "the inherent tendency to seek out novelty and challenges, to extend and exercise one's capacities, to explore, and to learn" (Ryan & Deci, 2000).

### **Goal Setting Theory**

Goal setting theory was first postulated by Mace in 1935 where he first carryout the empirical study on the theory. He coined goal-setting theory as the development of action or plan designed in order to motivate and guide a person or group toward a goal. Goals are more deliberate than desires and monetary intentions. Therefore, setting goals means that a person has committed thought, emotion and behavior towards attaining the goal. In doing so, the goal setter has established a desired future state which differs from their current state, thus creating a mismatch in turns spurs future actions. In goal setting theory, motivation is driven by the end point or the goal itself. This motivational theory is usually used for goals that are difficult to attain and it is

especially effective in fostering high performance levels. It is governed by the premise that when individuals set goals as a first step, they can then devise the steps to make them achievable and their attention is always focused on the finish line (Mozammel & Zaman, 2018).

### **Empirical Review**

Numerous literatures were reviewed before embarking on this study for the relationships between entrepreneurship motivation variables and enterprise performance. Remarkable among them include the study of Rani and Desiana (2019) who investigated the impact of intrinsic motivation and work-life balance on organizational performance with affective commitment as a mediator. The study makes use of primary method through questionnaire and employed Structural Equation Modelling (SEM) to examine a sample of 770 SMEs' owners in Indonesia. Results confirmed intrinsic motivation and work-life balance have a significant and positive impact on affective commitment. Meanwhile, only intrinsic motivation has a significant and positive impact on organizational performance. Moreover, Efendi and Rehardja (2021) examined the role of intellectual capital, intrinsic motivation and competence on the services of private university lecturers in Jakarta. Purposive sampling was used, the data was qualitatively collected through interview with the academic staff of the university. The findings and analyses suggest that there is a positive and significant relationship between intellectual capital, intrinsic motivation, and competence and the service performance of university lecturers.

In the same vein, Wang, Dolfmsma, and Van der Bij (2019) examined the effects of two- and three-way interactions between job experiences, a central position in the social alliance network (opportunity) and intrinsic and extrinsic motivation. The study cross-sectionally collected data from highly specialized tacit knowledgeable individual

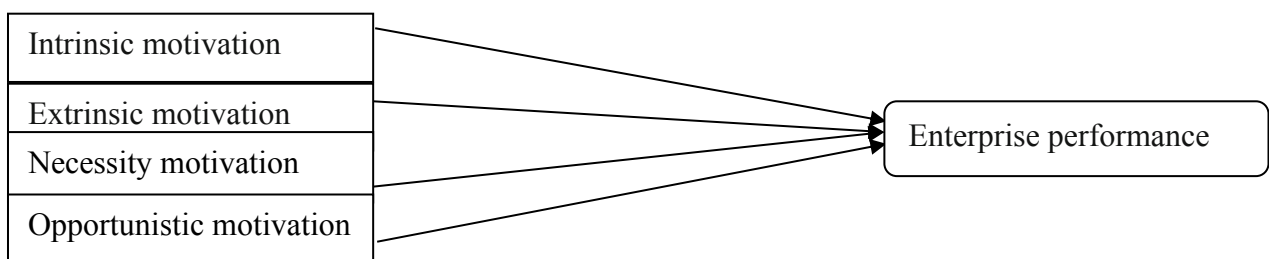
crossing firm boundaries in Beijing. Finding shows a positive association of job experience with individual performance, a positive interaction between job experience and extrinsic motivation and a positive three-way interaction between job experience, central network position and intrinsic motivation, and discussed the impact of these findings. The cross-firm boundaries show a significant positive association with job experience and performance. Furthermore, Adeyeye et al. (2019) examined the relationship between entrepreneurial opportunistic as well as necessity motivations and micro-small businesses performance and growth. The study employed quantitative research approach using descriptive survey method with a structured questionnaire to obtain data from 200 self-employed owners of registered micro and small firms in Minna metropolis, Nigeria. Descriptive statistics and Pearson-Moment Correlation were used for the analysis. The finding shows that there was significant positive relationship between both the necessity driven and opportunity driven entrepreneurship motivations and business growth, the positive relationship is at a minimal level. This study revealed significant positive association between opportunistic driving motivation and enterprise motivation.

Contrarily, Pirzada et al. (2019) examined the impact of intrinsic and extrinsic motivators on the performance of employees at educational institutes. The study cross-sectionally collected data

through a survey method. The results show that intrinsic motivation has a significant but negative relationship with performance. Whereas, extrinsic motivation shows a positive and significant link with performance. For the purpose of variable under study, intrinsic motivation shows a significant negative relationship with employee performance. Similarly, Blaga (2021) responds to calls for more empirical studies on social entrepreneurship and performance by empirically establishing the role of intrinsic, extrinsic and complex motivation on social entrepreneurship performance. A quantitative survey method was employed and the analysis was done using multiple regression technique. Based on the hypothesis developed, complex motivation revealed a significant positive association with social entrepreneurship performance, while intrinsic and extrinsic motivations show insignificant association. This finding revealed that, intrinsic motivation on one hand, has insignificant relationship with entrepreneurship performance socially.

**Research Framework**

The conceptual framework shows the interplay of the primary variables of the study. The conceptual framework exemplifies the association of dependent and explanatory variable of the study. In this particular study, the independent variables are Intrinsic, Extrinsic, Necessity and Opportunistic Motivations, while the dependent variable is the Women Enterprises performance.



Sources: Jaafar et al. (2018); Adeyeye et al. (2019); AbdulAl and Mostafa, (2019).

Figure 1: Conceptual Framework

### **3. Proposed Methodology and the Expected Result**

The design for this study will be survey cross-sectional research design. It is a survey because it entails going to the field for data collection, while its cross-sectional because it involves one time data collection. The study area is Bauchi state, therefore, the population comprised of one thousand (1000) registered women entrepreneurs in Bauchi state ministry of women affairs as at October 2021. The sample size of the study is obtained using Taro Yamane formula of sample determination to arrive at 285 women entrepreneurs to participate in the survey. The sampling technique is convenient sampling that chooses the respondents based on their accessibility, willingness and ability to respond the instrument. The method of data collection is primary method, specifically using structured questionnaire. The collected data will be analyzed using correlational analysis. Correlation analysis will be used to know the direction and significance of the relationship between the variables and to test the hypothesis.

The expected findings of this study based on the researcher's experience from prior studies is that intrinsic, extrinsic and necessity motivations would have a significant positive association with the performance of women enterprises. On the other hand, opportunistic motivations would have an insignificant association with women entrepreneurs' performance in the study area. This is because in developing nations such as Nigeria, people do their best in most situation when they under pressure internally or externally. Contrarily, people ought to misuse or play with anything they came across which they have not suffer for, or they are not under any pressure to be there. Hence, when entrepreneurs get into the business just because they are opportune to be there, they end of not giving it their best, which may

result into having insignificant contribution to their performance.

### **4. Conclusions**

This study concludes that motivation factors increase the women entrepreneurs' interest in their work to achieve the industrialized mission. Each variable of motivation gives its input to the performance. Positive environment in the enterprise makes employees good and relax. Good relation among workers and supervisors keeps the employees to stay at organization for long period and make team spirit. This among other could make the performance improve in general in both long and short run. Furthermore, this study has scrutinized the prior studies to contribute the obtainable knowledge on the relationship between the variables of entrepreneurship motivation (intrinsic, extrinsic, necessity and opportunistic motivations) and enterprise performance. The motives or triggers that drive them to venture into business and work were discussed accordingly. The study provides theoretical basis that can help give future researchers a guide to conduct empirical study. This study then concluded that the selected entrepreneurship motivation determinants are key input to performance of mission-driven organizations especially, the likes of small and medium enterprises in developing country. Furthermore, it is suggesting that purpose of entrepreneurship motivation may also be an essential ingredient to corporate business success.

### **5. Recommendation and Implication for Future Research**

Evidently, previous empirical research on entrepreneurship motivation determinants and enterprise performance has yielded mixed results. Therefore, our findings suggest that the effect of an entrepreneurship motivation indication is highly heterogeneous and varies with the pro-social inclination of targeted individuals. Therefore, women



entrepreneurs should maintain a greater level of cohesion among themselves by increasing appreciation when completing a particular job or task. This can be done by forming unions among women entrepreneurs where the members can give each other feedback, praise, or appreciation to encourage and increase their motivation. However, this study is of course subject to some limitations. Notably, the study is limited to the effect of entrepreneurship motivation determinants on enterprise performance conceptually. Moreover, the study was limited to women entrepreneurs in developing country like Nigeria only. Therefore, more systematic and empirical research on entrepreneurship motivation and performance of enterprise in another context with different dimension or gender specification is suggested for future researchers. Inevitably, sharing knowledge to alliance partner refers to the tensions between required knowledge sharing and control over knowledge. Thus, protocols must be established detailing which knowledge can freely be shared and which knowledge is that competitive that it can only be shared within the members. The rewarding system may strengthen the compliance with these protocols.

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