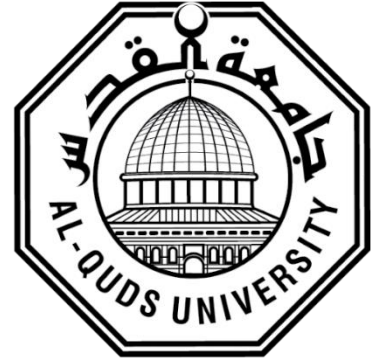


Al-Quds University

Deanship of Graduate Studies



**“Gender Differences in the Entrepreneurial Orientation
Dimensions: Descriptive Analytical Study in the West Bank”**

Ghada Anton Ibrahim Hazboun

M.Sc. Thesis

Jerusalem – Palestine

2020 - 1441

**Gender Differences in the Entrepreneurial Orientation
Dimensions: Descriptive Analytical Study in the West Bank**

Prepared By:

Ghada Anton Ibrahim Hazboun

A thesis Submitted in Partial Fulfillment of Requirements for the Degree
of Master of Business Administration, from the Faculty of Graduate
Studies

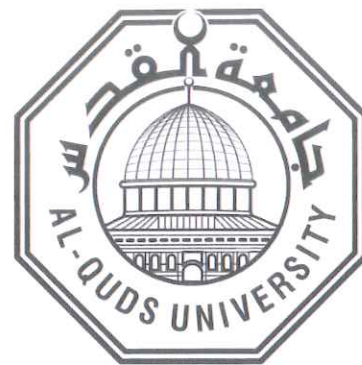
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Al-Quds University

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Thesis Approval

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Declaration:

I Certify that this thesis submitted for the Degree of Master is the result of my own research, except where otherwise acknowledged, and that this thesis (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signed by:

Ghada Anton Ibrahim Hazboun

Date: 18/1/2020

Dedication

**I Dedicate this work, to my parents..... who were and still
motivating me toward success.....**

**To My Husband, who is accompanying me always in
the tough steps of my life,**

My Success is shortage without you

**Also, I would dedicate this work to my Brothers..... Who
believe in my capacities and potential.**

Acknowledgment

I thank God “Allah” the greatest Power in the Globe for all his good and help.

I would like to pay special thankfulness, warmth and appreciation to the persons below, who made my research successful and assisted me at every point to reach my goal:

My Supervisor, Dr. Nidal Darweesh for his vital support and assistance. His encouragement made it possible to achieve my goal. This project would not have been possible without his continuous guidance and support.

All the faculty, doctors and staff members, whose services turned my research a success.

To Dr. Raed Handal who was accompanying me with all steps of my research.

To All entrepreneurs who fulfilled the tool of the study, in addition to the industry and commerce chambers in all districts of the West Bank.

My family and friends for their inspiration, patience, love, and understanding.

To my beloved country Palestine.

May God bless all of you!

Abstract

The main purpose of this research is exploring, describing, and shedding light on how and to what extent the perceptions of entrepreneurial orientation (EO) of females differ from those of their male counterparts (risk-taking, innovativeness, pro-activeness, competitive and autonomy). In order to achieve the main goal of this study, the researcher uses the descriptive and analytical approaches, due to their suitability towards answering the main question of the study. This study is considered as quantitative study using a questionnaire that distributed on 60 entrepreneurs, 31 of them were males and 29 females.

The study has reached many findings, in which the most important are: The degree of the level of the extent perceptions of entrepreneurial orientation (EO) of female's difference compared to those of their male counterparts is high. In addition, the results of the main question revealed that there are differences between males and females in the field of entrepreneurial orientation with differences of characteristics and circumstances that both genders live. Moreover, the characteristics of males and females toward being an entrepreneur are similar, with differences in sociability and realistic toward taking actions for females. This means if females have the supportive circumstances they will reach more success toward being entrepreneur.

Upon those findings the study recommended that it is important to engage women in entrepreneurial education which seems pivotal to developing the right abilities, skills, competencies and orientation necessary for women to make vital contributions through entrepreneurial ventures. In addition, concrete assistance is needed from Non-Governmental Organizations (NGOs) in the form of on-the-job awareness to familiarize women entrepreneurs with new methods, machines, equipment, business practices, processes and management awareness of women's competencies. Moreover, policies and programs should be directed at developing the Personal Entrepreneurial Characteristics (PEC) in women entrepreneurs; since personal entrepreneurial characteristics has been established as having the capability of enhancing their orientation.

المخلص

" الفروق بين الجنسين في أبعاد التوجه الريادي "

إعداد الباحثة: غادة حزبون

إشراف الدكتور: نضال درويش

الغرض الرئيسي من هذا البحث هو استكشاف ووصف وإلقاء الضوء على كيف وإلى أي مدى تختلف تصورات التوجه الريادي (EO) للإناث عن نظرائهم من الذكور (المجازفة، الابتكار، النشاط، التنافسية والاستقلال الذاتي). من أجل تحقيق الهدف الرئيسي من هذه الدراسة، استخدمت الباحثة المنهج الوصفي والتحليلي، بسبب ملاءمته للإجابة على السؤال الرئيسي للدراسة. تعتبر هذه الدراسة بمثابة دراسة كمية باستخدام استبانة تم توزيعه على 60 من رواد الأعمال (31 من الذكور و29 من الإناث). وقد تم تقسيم الاستبانة إلى سبعة أجزاء: المعلومات الديموغرافية (المتغيرات المستقلة)، الإبداع، المخاطرة، الفعالية التنافسية، والاستقلالية، بالإضافة إلى التوجه الريادي (الدوافع).

لقد توصلت الدراسة إلى العديد من النتائج أهمها: أن درجة مستوى تصورات اتجاه الريادة في الأعمال (EO) لدى الإناث يختلف عن نظرائهن من الذكور. بالإضافة إلى ذلك، كشفت نتائج السؤال الرئيسي أن هناك اختلافات بين الذكور والإناث في مجال التوجه الريادي مع اختلاف الخصائص والظروف التي يعيشها كلا الجنسين. علاوة على ذلك، تتشابه خصائص الذكور والإناث مع كونهم رواد أعمال، مع وجود اختلافات في التواصل الاجتماعي وواقعية تجاه اتخاذ إجراءات لصالح الإناث. مما يعني أنه إذا كانت الإناث لديها ظروف داعمة، فسوف تصلن إلى مزيد من النجاح نحو ريادة الأعمال.

بناءً على هذه النتائج، توصي الدراسة أنه من المهم إشراك النساء في تعلم ريادة الأعمال الذي يبدو محورياً في تنمية القدرات والمهارات والكفاءات والتوجيه الصحيح للمرأة لتقديم مساهمات حيوية من خلال مشاريع ريادة الأعمال. بالإضافة إلى ذلك، هناك حاجة إلى مساعدة ملموسة من المنظمات غير الحكومية في شكل تدريب أثناء العمل لتعريف النساء المشتغلات بالأعمال الحرة بالأساليب والآلات والمعدات والممارسات التجارية والعمليات والتدريب الإداري. وعلاوة على ذلك، ينبغي توجيه السياسات والبرامج إلى تطوير الخصائص الريادية الشخصية لدى صاحبات المشاريع؛ منذ أن تم تأسيس خصائص ريادة الأعمال الشخصية باعتبارها لديها القدرة على تعزيز توجههم.

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Chapter One: Study Background

1.1 Introduction:

The importance of the entrepreneurial company as a major generator of innovations is most clearly stressed in the 'early' Schumpeter (1954). In this early work, entrepreneurial companies tend to be small, independent, and act as major agents of change within new industries. In modern strategic management terminology, this Schumpeterian entrepreneurship is based on proactive strategies that capitalize on firm specific advantages and innovative capabilities, financed through bank loans and venture capital. The Schumpeterian entrepreneur is not necessarily a strictly rational, economically maximizing agent, a risk taker or a capitalist, as in the 'classical' theories of entrepreneurship by Knight and Say (Marco, 1985), but primarily an agent of change who is searching for new opportunities (Santarelli and Pesciarelli, 1990; Hagedoorn, 1996b).

Jean-Baptiste identified the element of innovation as being most characteristic of the entrepreneur. In other words, he regarded entrepreneurs as being "people who could do new things, people who could do more with less, and people who would obtain more by doing something in a new or different way" (Say, 1815; 1996). Therefore, Say saw the entrepreneur as an economic actor whose activities generated an added value. In his monumental work on the history of economics, Schumpeter pointed out that Say was the first to draw a clear distinction between the role of the entrepreneur and the role of the capitalist (Schumpeter, 1954: 555). Over the years, there has been increasing popularity in academic literature on the need for small and entrepreneur firms to be entrepreneurial, if they want to survive and grow (Martin and Javalgi, 2016; Wales, Gupta and Mousa, 2013). Moreover, entrepreneurship is defined as an activity that involves the discovery, evaluation and exploitation of opportunities to introduce new goods and services, ways of

organizing, markets, processes and raw materials through organizing efforts that previously had not existed (Shane and Venkataraman, 2000).

The role played by gender on entrepreneurial behavior has become an important component of academic conversations around entrepreneurship, and recent years have seen an increasing number of studies focus on female entrepreneurship. The number of international studies has also grown rapidly to examine questions related to the launch and growth of women owned businesses, and several cross-country comparisons of female entrepreneurship have been conducted.

Although women make up more than 50 percent of the world population, across countries, they own and manage fewer businesses than men (Kim, 2007). This is maybe because women are less active than men in creating new ends-means frameworks and, perhaps, endowed with lower entrepreneurial talent (whether productive or unproductive) than men. According to Kelley et al. (2016) the total entrepreneurial activity for females only reaches 6% of the whole adult female population while for males it reaches 11% of the whole adult male population in innovation-driven economies. The important question here; are women entrepreneurs differ from other women? From a scientific point of view, the study of female entrepreneurship as a distinct area of inquiry is legitimate, because women entrepreneurship presents several distinctive characteristics that differentiate it from men entrepreneurship. Thus, in addition to inform about women behavior, studying female entrepreneurship contributes for understanding of entrepreneurship and human behavior in general. Studying female entrepreneurship allows researchers to ask questions that shed light not only on why women behave the way they do but also on the linkages between entrepreneurship and wealth creation, employment choices and cognition, human capital accumulation and labor market dynamics, and many others. Moreover, Tsyganova and Shirokova (2010) found that the level of male entrepreneurial activity is higher than that of women. Johnson and Powell (1994) observed a significant difference between male and female entrepreneurial

behavior on the success of their businesses because of their EO in decision contexts. Also, Ayub et al., (2013) found that females and males differ in their level of EO and that these differences might be caused by gender differences in EO preferences. Additionally, a study by Fellnhofer et al. (2016) on EO and performance established that while the self-evaluated work performance of females is higher than that of males, females tend to identify their individual EO as lower than that of males. Thus, the study of gender differences should be taken into consideration when encouraging entrepreneurially oriented behavior within businesses. Furthermore, according to Kundu and Rani (2004) female aspiring managers achieve higher EO scores, Goktan and Gupta (2013) state in their four-country study including the United States, Hong Kong, India, and Turkey that individual EO tends to be higher in males, whereas Júnior and Gimenez (2012) detected no significant difference between male and female scores when implementing the Carland Entrepreneurship Index (CEI) with 495 students in Brazil.

The current study aims to shed light on gender differences particularly within the EO context at the individual level to enhance our understanding and knowledge as well as academic conversation in the entrepreneurial behavior. This entrepreneurial behavior is generally referred to in academic literature as entrepreneurial orientation (EO). EO is closely related to the propensity to take advantage of business opportunities, which has a positive effect on firm performance (Yoon, 2012; Radipere, 2013). EO is defined by Lumpkin and Dess (1996) "as the processes, practices, and decision-making activities used by entrepreneurs that lead to the initiation of an entrepreneurial firm". EO is also viewed as the strategic processes, practices and decisions that key decision makers of a business use to enact their firm's organizational purpose, sustain its vision, and create a competitive advantage (Basile, 2012; Mohutsiwa, 2012; Taylor, 2013; Wiklund, 1999). Moreover, Mahmood and Hanafi (2013) suggested that EO is an important factor for business success. Rauch et al. (2009) and Fatoki (2014) emphasize that EO is a significant component of

business success and profitability. Also, Radipere (2013) and Van Geenhuizen, Middel and Lassen (2008) observed that EO is a source of competitive advantage and thus act as a remedy to the problems facing businesses that desire to achieve a sustained competitive advantage.

Differences between genders require more attention to increase our understanding more comprehensively. The core objective of the current study is to enlighten different perceptions of EO of females compared to those of their male counterparts at the individual level. Overall, the EO construct enjoys popularity among entrepreneurship scholars (e.g., Covin and Lumpkin, 2011; Edmond and Wiklund, 2010; Rauch et al., 2009a; Wales et al., 2011). In particular, the EO concept serves to identify entrepreneurial behaviors at the firm level (Miller and Le Breton-Miller, 2011) or in other words, EO consists of “the strategy-making processes that provide organizations with a basis for entrepreneurial decisions and actions” (Rauch et al., 2009b, p. 762). Moreover, the researcher measures the differences between genders (entrepreneurship) throughout the entrepreneurship dimensions that are: Innovativeness, Risk Taking, Pro-activeness, Competitiveness and Autonomy; the main five components that form the entrepreneur definition and applicability. However, this subject is newly found in Palestine, in which no enough studies have been talked about in Palestine, due to its earlier conceptual formwork in the world. The study will try to measure the differences between both males and females through their orientation towards entrepreneurial perspectives. Moreover this study will be a pioneer in this important field of studying. This paper will use all the components mentioned (Entrepreneurship elements, EO, gender differences), throughout survey that will be used to measure the differences and importance of gender entrepreneurial orientation, and how this is important in Palestine in particular.

Based on that, this study will try to answer the main question, which represents in “**How and to what extent perceptions of entrepreneurial orientation (EO) of females’ differs compared to those of their male counterparts?**”

By answering this question, the study contributions will be presented in the pioneering of conducting this subject in Palestine. Which could be a good reference for upcoming researchers to benefit from its results, as well this will be a reference for the decision makers in the official bodies in Palestine, toward develop programs that encourage both gender to be entrepreneurs. In addition, this study will be a benchmark and guideline for educational institutes in Palestine to enrich the outputs with practical concepts in the labor market. Finally, this study might be a unique experience that could be generalized over the region countries.

The current study has two contributions for the field of entrepreneurship orientation: First; contribution to the EO literatures, in which the study will fill the gap exists in the shortage of literatures talks about the gender theory and its relationship with entrepreneurial orientation in Palestine in particular. Second; contribution to gender theory as it gives results and recommendations that will be benefit to develop the gender theory, in the case of gender differences towards establishing small projects based on entrepreneurship orientation for both gender.

1.2 Problem Statement

According to the main purpose of the study and the revision of literatures, there is a gap between literatures towards presenting results of gender differences regarding the entrepreneurial orientation based on entrepreneurship dimensions. This study will be an attempt to contribute in fulfilling that gap, in which five dimensions of entrepreneurship will be measured among both gender (Male and Female) regarding the entrepreneurial orientation. Furthermore, in order to achieve the whole purposes of the study, to explore and describe how and to what extent there is gender differences in entrepreneurial orientation dimensions.

1.3 The Objectives:

This study mainly aims to explore, describe, and to shed light on how and to what extent the perceptions of entrepreneurial orientation (EO) of females differ from those of their male counterparts (risk-taking, innovativeness, pro-activeness, competitive and autonomy). In which this purpose will be achieved beside other sub-objectives as following:

- Examine the relationship among demographic variables, (e.g., age and education) which affect Entrepreneurial Orientation from gender perspective.
- To shed light on the difference in the characteristics of male – and female – owned enterprises.
- To understand the constraints that effect female entrepreneurs in managing their businesses.

1.4 The Significance of the study

The significance of this study mainly represents in the importance of the entrepreneurship small projects, and their vital economic impact in the country. It is obvious from literatures that this subject is very important according to its social-economic impact at the national economy. Whereas, there are shortage of literatures in this subject that conducted in Palestine. In addition, the results of this study might be useful for the decision makers and entrepreneurs in order to take it into consideration among their plans.

1.5 Research questions

This research is an attempt to answer a number of questions as an achievement of its objectives and the main research question is:

“How and to what extent perceptions of entrepreneurial orientation (EO) of females differ compared to those of their male counterparts”

This research also answered the following research questions:

- 1- Is there any gender difference across the EO dimensions (risk-taking, innovativeness, pro-activeness, competitive and autonomy)?
- 2- How the interaction between gender and other demographic variables, (e.g., age and education) affect the entrepreneurial orientation?
- 3- What is the difference in the characteristics of male – and female – owned enterprises?
- 4- What are the constraints that effect female entrepreneurs in managing their businesses?

1.6 The Research Design

Descriptive Research

In the current research we employ descriptive research approach as we aim to describe it, to clarify and explain its inner relationships and properties (Huczynski and Buchana, 1991). The descriptive research will portray an accurate profile of people, events or situations (Robson, 1993). Descriptive research in contrast with exploratory research defines questions, people surveyed and the method of analysis prior to the beginning of data collection. In other words, descriptive research defines the research aspects, who, what, where, when, why and sometimes how of the research. Such preparation allows one the opportunity to make any required changes before the process of data collection has begun. However, descriptive research should be thought of as means to an end rather than an end, itself (Yin, 1994).

This study will follow the descriptive approach as the main approach towards achieving the goals of the study and answering its question. However, the research approach is descriptive when the

theory and questions are developed and a research strategy is designed to test the hypothesis, or it can be inductive when the data is collected and theory is developed as a result of data analysis. The descriptive approach owes more to positivism and the inductive approach owes more to phenomenology (Saunders and others, 2009).

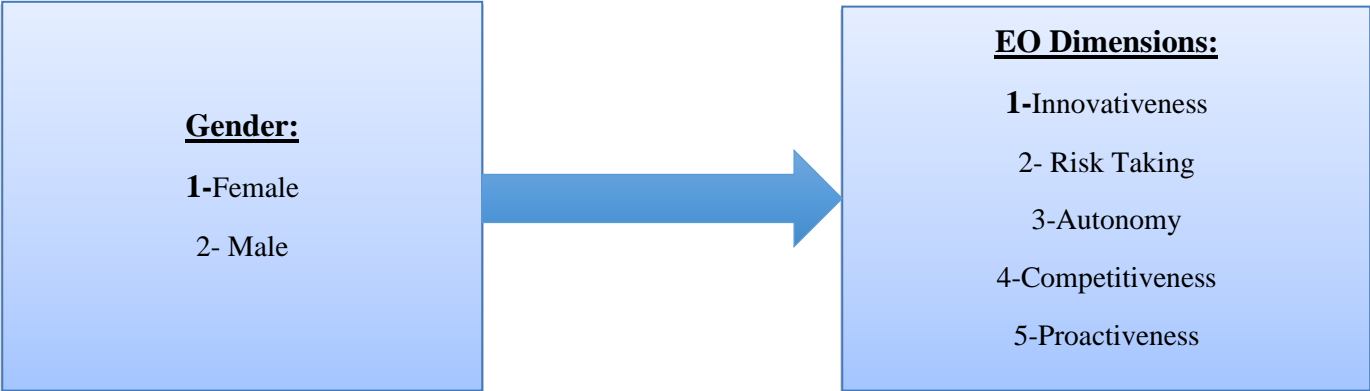
On the other hand, **quantitative researches** emphasize the measurement and analysis of casual relationships between variables. According to Cochran and Dolan (1984) there are differences between qualitative and quantitative research that relate to the distinction between exploratory (qualitative) and confirmatory (quantitative) analysis. When there is little theoretical support for a phenomenon, it may be impossible to develop precise hypotheses, research questions, or operational definitions. In such cases, qualitative research is appropriate because it can be more exploratory in nature (Sullivan, 2001; Cited by Darabi et al.).

This study uses questionnaire with Closed-Ended questions, which implies questions which have multiple options as answers and allow respondents to select a single option from amongst them are called closed-format or closed-ended questions (Kothari, 2004). This type of survey is especially useful when conducting preliminary analysis. As a fixed answer set is provided, these are ideal for calculation of statistical information and percentages of various types. Closed-ended questions help to arrive at opinions about a product or service, and sometimes, about a company, in a more efficient manner (Saunders, et al, 2009).

In order to achieve the main goal of this study, the researcher uses the descriptive and analytical approaches, due to their suitability towards answering the main question of the study. This study will be considered as quantitative study using a questionnaire to be distributed on a number of entrepreneurs. The questionnaire will be divided into seven parts: Demographic information

(Independent variables), Innovativeness, Risk taking, Pro-activeness, Competitiveness and Autonomy, in addition to the Entrepreneurial Orientation (Motives).

1.7 Research Model:



Chapter Two: Literature Review

2.1 Overview:

This chapter dedicated to present the previous literatures discusses the entrepreneurial dimensions and its relationship with gender differences, throughout five aspects that could be considered the main aspects of entrepreneurial orientation factors. Moreover, this chapter discusses the concepts of entrepreneurial orientation, gender, and dimensions. In addition, some other concepts are discussed here because they are essential for forming the theoretical framework of the study.

2.2 Entrepreneurs

A definition of entrepreneurs should include at least these six elements: An entrepreneur is an actor who innovates by recognizing opportunities; he or she makes moderately risky decisions that lead into actions requiring the efficient use of resources and contributing an added value. Entrepreneurs, with their inherent intelligence, drive and hard work, have made best use of the opportunities available to them. They have historically altered the direction of national economies, industries, or markets. They have invented new products, developed organizations, and pioneered outburst in new technologies. They have forced the relocation of resources away from existing users to new and more productive users. Many entrepreneurial innovations have transformed the society, in which we live and enjoy the outcomes. (Brush, et al. 2009)

2.3 Entrepreneurship

Entrepreneurship and entrepreneurial behavior are usually associated with individuals and the creation of new organizations by those individuals. Entrepreneurship, within this more populist view, is therefore directly related to business ownership and starting new businesses. EO, on the

other hand, reflects the organizational processes, methods and styles that firms use to act entrepreneurially (Lumpkin and Dess 1996, p. 139).

Entrepreneurship is an elusive term that is often associated with the recognition of opportunity, an element of risk and the development of new ventures. It is a driving force behind economic development, and innovation, job creation and social empowerment (Bruton, et al. 2013; Dana, 2000). Engagement in entrepreneurial activity can also contribute to a person's personal development and self-fulfillment. The past decade has seen policy makers in both developed and developing countries focus on entrepreneurial activity as a means of promoting economic growth and alleviating the welfare of its citizens (European Commission, 2010, 2013). There are a number of factors that play a major role in the decision to start a new business. A significant amount of research in this field has focused on the nascent entrepreneur's personal traits, abilities and perceptions as determinants of entrepreneurial intention and behavior (Carr and Sequeira 2007; Kristiansen and Indarti 2004; Liñán, et al. 2011; Sesen, 2013). While, another body of research focuses on micro and macro environmental factors (Franco et al. 2010; Franke and Luthje 2003).

An extensive literature review was conducted covering the basic concepts of leadership and entrepreneurship, its properties, its dimensions, and the criteria used to measure and evaluate the entrepreneurship. The concept of entrepreneurship, while in use for more than two and a half centuries, is one of the few concepts that remain vague; some consider its definition bewildering and its concepts elusive. Furthermore, there is no universally accepted consensus conceptualization (Williams, 2006, p. 16). Entrepreneurship is originally a French word derived from "entreprendre," used to refer to the person who bears the risk in a new project (Ivancevich et al., 1994, p. 556). Webster Dictionary defines an entrepreneur as "one who organize, manages, and assume the risk of a business or enterprise" (1985, p.416). It must be emphasized that entrepreneurship has been

linked to new projects and acts, usually small businesses; hence, the term small business entrepreneurship.

For the entrepreneur, environmental factors form the basis of a cost-benefit analysis and play an important role in the formation of entrepreneurial intentions, as they have the potential to either facilitate or impede entrepreneurial activities (Kibler, 2012; Liñán and Chen, 2009; Lüthje and Franke, 2004). Sesen (2013) states that environmental factors are often perceived as “gap fillers” in the relationship between personality traits and entrepreneurial intention. Sandhu and colleagues (2011) found that financing, access to markets; government support and availability of information are critical resources that can influence the success of start-ups. Personal factors, such as aversion to risk, fear of failure and aversion to stress and hard work are also common barriers faced by aspiring entrepreneurs (Taormina and Lao, 2007; Wang and Wong, 2004).

In fact, a “fear of failure” has been cited as the top reason given worldwide for not starting a business (Sandhu, et al., 2011). Yet an important aspect to be considered in the discussion is related to gender. Indeed both young and adult females tend to show a minor propensity toward entrepreneurial activities (DíazGarcía and Jiménez-Moreno, 2010; Mueller and Dato-on, 2010; F. Wilson, et al. 2007). As a result, most of the countries surveyed by the Global Entrepreneurship Monitor have male entrepreneurs outnumbering their female counterparts (GEM, 2014). This situation may be explained in terms of influences on entrepreneurial intentions. According the theory of planned behaviors of Ajzen’s (1991), three factors, namely social norms, attitudes and perceived control, influence entrepreneurial intention. Social norms refer to the perceived acceptance or aversion toward a specific behavior in the close environment of a person. Attitudes on the other hand refer to personal judgments and evaluations in relation to a certain action. This element is often considered in terms of desirability or the appeal of outcomes (Shapero and Sokol, 1982).

The final element is related to the self-confidence of the subject in performing a task or a behavior. This element is closely related to, if not completely overlapped with, the concept of self-efficacy developed by Bandura (1997). Each of these three elements can reduce the entrepreneurial intention in female potential entrepreneurs. In relation to the social norms construct, Baughn, et al. (2006) drew attention to the importance of the country-specific, socio-cultural context for entrepreneurship. They explain how stereotypes, gender role ideologies and social acceptability of entrepreneurship as a career choice are highly influential. In addition, a large number of women in the Arab world still need to receive approval from a proxy male member of the family (AlDajani and Marlow, 2010). In such “surroundings” it is not surprising that females may consider the pursuit of an entrepreneurial career to be less socially acceptable. Attitudes towards entrepreneurship may also prove to be an impairing factor for females. Entrepreneurship unfortunately is perceived as an achievement oriented and masculine endeavor (Díaz-García and Jiménez-Moreno, 2010; Sweida and Reichard, 2013).

Thus, the common stereotypical view of women clashes against this construct. For this reason even at an unconscious level, the evaluation of the desirability of such activity may be reduced in favor to more gender stereotype-aligned activities. The culture of a country strongly sharpens the situation; In the Arab world, gender stereotypes are socially reinforced and for this reason, women are expected to show priority and commitment to the household and their children (Abdalla, 1996; El-Rahmony, 2002). Finally, females show less self-efficacy than male-counterparts (Díaz-García and Jiménez-Moreno, 2010; F. Wilson T et al, 2015; Ramadani, et al., 2015). Again, this fact can be related to gender stereotypes. If an activity is generally considered male-oriented, women will perceive a lack of such traits and skills necessary to perform it, thus further reinforcing the original gender stereotype (Sweida and Reichard, 2013). For this reason, some scholars have highlighted the effects of gender biases even in education (Mueller and Dato-on, 2010).

2.4 Entrepreneurial Concept:

Along the years, there is an increasing in academic literature on the need for small and medium-sized enterprises (SMEs) to be entrepreneurial, if they want to survive and grow (Martin and Javalgi, 2016; Lumpkin and Dess, 1996; Rauch, et al. 2009; Wales, Gupta and Mousa, 2013). This entrepreneurial tend referred to in academic literature as entrepreneurial orientation (EO). EO is closely related to the propensity to take advantage of business opportunities, which has a positive effect on firm performance (Yoon, 2012; Radipere, 2013). EO is defined by Lumpkin and Dess (1996) as the processes, practices, and decision-making activities used by entrepreneurs that lead to the initiation of an entrepreneurial firm. EO is also viewed as the strategic processes, practices and decisions that key decision makers of a business use to enact their firm's organizational purpose, sustain its vision, and create a competitive advantage (Bazile, 2012; Mohutsiwa, 2012; Taylor, 2013; Wiklund and Shepherd, 2003). Mahmood and Hanafi (2013) established that EO is an important factor for business success. Rauch et al. (2009) and Fatoki (2014) emphasize that EO is a significant component of business success and profitability. Also, Radipere (2013) and Van Geenhuizen, et al. (2008) observed that EO is a source of competitive advantage and thus act as a remedy to the problems facing businesses that desire to achieve a sustained competitive advantage. Furthermore, studies (Wiklund and Shepherd, 2005; Rauch et al., 2009) have shown that businesses that have high EO are more willing to take risk, more innovative and highly proactive towards unexploited opportunities in the marketplace and opt for a new mass of buyers and thus are better positioned to manage the impact of the macroeconomic shocks on their business activities.

2.5 Entrepreneurial Orientation

Miller (1983) first conceptualized entrepreneurial Orientation (EO) The concept of entrepreneurial orientation where he categorized EO using three dimensions (innovativeness, pro-activeness and risk taking). Miller elucidated that the three dimensions of EO act together to form a basic unidimensional strategic orientation and thus should be combined into a single scale in entrepreneurship research. Subsequent theorization by Lumpkin and Dess (1996) introduced two more formal dimensions (autonomy and competitive aggressiveness). These researchers believe that the EO dimensions can vary independently of each other and thus can be conceptualized as a multi-dimensional scale. Nonetheless, in spite of the huge opinion differences on the methodological and measurement issues of EO by researchers (Cassia and Minola, 2012; Covin and Wales, 2011; Tang, et al. 2009; Hughes and Morgan, 2007) the EO construct has proved to its reliability and validity (Runyan, et al. 2012; Kreiser, et al. 2002). For the purpose of this study, the five dimensions of EO – namely, innovativeness, pro-activeness, risk taking, autonomy and competitive as developed by Lumpkin and Dess (1996) will be used.

2.6 Entrepreneurship Orientation Dimensions

Innovativeness

Lumpkin and Dess (1996: 142) define innovativeness as the tendency of a business “to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes”. Kropp, et al. (2006) identify innovativeness as an important success factor for new businesses. Studies on the gender differences in terms of innovation by De Vita, et al. (2014) reveal that when compared to their male counterparts, female entrepreneurs are less innovative and thus less inclined to expansion and export orientation. Researchers Verheul, et al. (2006) pointed out that while women entrepreneurs have a greater

tendency to innovate on their products despite getting less growth expectations, male entrepreneurs on the other hand tend to focus on the development of new markets that can enhance the growth of their businesses. Furthermore, several studies (Masona, et al. 2015; Soininen, et al. 2012; Hameed and Ali, 2011) established a positive relationship between innovativeness and firms' performance.

Autonomy

Autonomy can be defined as an individual's independent aptitude to bring forth an idea or a vision and see it through to its completion. Callaghan and Venter (2011) view autonomy as the concept of free and independent action and decision taken by the entrepreneur. Sexton and Bowman-Upton's (1990) study on female and male entrepreneurs reveal that female entrepreneurs scored significantly higher on the traits related to autonomy than male entrepreneurs. Concerning performance, while studies by Awang, et al. (2009) found a positive relationship between autonomy and performance; other studies like: Casillas and Moreno, 2010; Hughes and Morgan, 2007, fail to find any significant relationship between autonomy and performance.

Pro-activeness

Pro-activeness is an opportunity-seeking behavior that characterizes an entrepreneurs' quest for pursuing and exploiting new business opportunities such as introducing new products/services before competitors (Martin and Javalgi, 2013). Jalali, et al. (2014) pointed out that proactive firms are innovative and thus are able to achieve a highly competitive advantage. Craig et al. (2014) observed that businesses that are proactive are usually far ahead of their competitors in identifying profitable opportunities and taking initiatives that enhance the performances of their businesses. In addition, studies (Masona et al., 2015; Lumpkin and Dess, 2001) revealed a positive relationship between pro-activeness and firm performance. With regard to gender and pro-activeness, Tan

(2008) established that women entrepreneurs are more proactive than men as they are more willing to take bolder decision to move into risky and untried ventures when compared to their male counterparts.

Competitive Aggression

Competitive refers to how a business “relates to competitors and responds to trends and demand that already exist in the marketplace” (Lumpkin and Dess, 1996: 147). Schillo (2011) views competitive aggressiveness as a business way of engaging with its competitors. Studies on gender differences in competitiveness have mostly focused on experiment, where Shurchkov (2011) observed that women are significantly more likely to compete when task stereotypes and time constraints are absence but will more often stay away from competitions of both sources of pressures are present. Furthermore, the nexus between competitive aggressiveness and firm’s performance seem to produce mixed results, as while studies (Masona et al., 2015; Le Roux and Bengesi, 2014) have found a positive relationship competitive aggressiveness and firm’s performance; other studies Casillas and Moreno (2010) fail to find any relationship.

Risk-taking propensity

Tang and Tang (2007) define risk-taking propensity as an individual’s current inclination to take or avoid risks. Risk taking has been considered as an important part of entrepreneurship because an entrepreneur cannot know with certainty, whether or not the desired product/ service can be produced, if it will meet the needs and expectations of potential customers, and whether it will be able to generate profit and benefit from the first mover advantage before a new product/ service is introduced to the market. Risk-taking enhances the profitability of a business (Miller and Le Bruton-Miller, 2011). Jalali et al. (2014) believe that entrepreneurs partake in risk-taking activities when in anticipation for an expected return. In addition, Masona et al. (2015) found a positive

relationship between risk taking and performance. With regards to gender differences in terms of risk-taking, studies (Gold, et al. 2009; Sexton and Bowman-Upton, 1990; Kepler and Shane, 2007; Wagner, 2007) established that there is a significant difference between men and women, with women being more risk averse than men. The fear of failure, the low tolerance of uncertainty and the ability to identify opportunities limits their abilities to start their own businesses and thus account for the lower existence of female entrepreneurship (Minniti and Nardone, 2007). Conversely, Furdas and Kohn (2010) did not find any significant gender differences in the risk tolerance behavior for entrepreneurs in Germany. However, Tan (2008) found that women entrepreneurs participate in more risky venture compared to the male counterparts.

2.7 The creation and management of Entrepreneurial Organization

Recently, EO has been described as a performance-variance enhancing strategic orientation instead of a performance-mean improving strategic orientation (Hakala 2011; Wiklund and Shepherd 2011). Under this notion, EO would not per se improve the performance of firms on average but rather creates more extreme financial outcomes; positive as well as negative. Although Morris et al. (2008) emphasize that the element of risk taking in EO reflects calculated risks and should not be understood as reckless behavior, firms can suffer substantial losses when inventions, strategic repositioning or new business ventures fail. Where the capital asset pricing model and modern portfolio theory puts forth that risk taking is acceptable behavior for investors when these risks can possibly lead to higher returns and when risk can be diversified.

Firms, and small and medium sized enterprises (SMEs) in particular, have fewer opportunities to diversify risk; thus making them more vulnerable when engaging in risk taking behaviors. Higher levels of managerial risk taking is therefore expected to result in either higher returns or bigger losses and EO may enhance the chances of business success, as well as the chances of business

failure. Risk taking, however, is not the only element in EO that can result in both positive and negative outcomes. Literature on ambidexterity (e.g., He and Wong 2004; Jansen et al. 2006), argues that firms should find a balance between opportunity exploration and exploitation. Depending on the situation at hand or the context in which a firm has to operate, this balance may shift more towards exploration or exploitation (Raisch and Birkinshaw 2008). A relentless focus on innovation is therefore unlikely to be equally successful for firms of different sizes, that operate in different markets and that produce different type of products.

In similar context, different results can be expected when firms engage in proactive firm behaviors. The extent to which EO is successful is therefore heavily dependent upon the context in which a firm operates and managers should carefully manage the business risks that are associated with EO.

Besides the need to carefully manage the business risks associated with EO in different situations, companies experience difficulties in creating an organization that is supportive of EO. Although top managers may possess a very strong EO, opportunities often have to be explored by lower level managers or non-managerial employees. This difference between the implementation of an EO strategy at top management level and the willingness of employees to pursue such strategies has also been labeled as the ‘crux’ of entrepreneurial management (Stevenson and Jarillo 1990).

Entrepreneurship literature specifically focuses on the importance of entrepreneurial behaviors initiated by employees, and how such behaviors can be stimulated within an organization (Pinchot 1986; Kanter 1988). Although the focus on employee-initiated entrepreneurial activities has also been criticized for having a relative small impact on the subsequent financial performance of organizations (Day 1994), there is a growing consensus that employees play a key role in the effective translation of an EO strategy into day-to-day operations (Wales, et al. 2011; Wiklund and Shepherd 2011).

A successful implementation of EO, for instance, might require radical product innovation and the pursuit of entrepreneurial opportunities. Employees or lower level managers, on the other hand, may be unwilling to depart from their everyday operations, since they do not see the benefits of entrepreneurial projects, or may experience severe problems while trying to implement such projects on top of their regular tasks. Therefore, tensions arise between, on the one hand, the amount of autonomy, flexibility and consideration of individual input that is needed to stimulate entrepreneurial behavior amongst employees and, on the other hand, the procedures, efficiency and hierarchy that is needed within the production process. These interrelations between the organizational culture and the prevalent organizational structure (hierarchical relations, job design, procedures, etc.), sheds the light on the links between EO, entrepreneurship research and the field of organizational behavior (OB).

The inclusion of individual level theories of human behavior is therefore needed to enhance our understanding of the process of EO. Managers who want to pursue an EO strategy will regularly face difficult choices when it comes to the changes that have to be made and EO research has, so far, paid little attention to the organizational processes that are needed at employee level in order to stimulate EO throughout the organization or the contributions of non-managerial employees to the process of EO.

2.8 The Characteristics of an entrepreneur

Additionally, there are ten characteristics of an entrepreneur to be successful in creating and managing the entrepreneurial project as ILO (2017) stated:

1. Creative

Entrepreneurship starts with an idea. To be successful, entrepreneur needs to always be thinking of new ideas and better ways of doing things. Entrepreneurs are not satisfied with the status quo. They think outside the box and look for opportunities to come up with new solutions.

2. Passionate

Perhaps the most important characteristic for entrepreneurs, passion is essential to any business owner or working professional's success. Without passion, there is no reason for the work and no drive to do it.

Entrepreneurs love what they do and are extremely dedicated to the businesses they create. To be successful, entrepreneurs must be confident in themselves and their business, and they must be proactive with what they do and how they do it.

3. Motivated

Because of their passion for their ideas, entrepreneurs are willing to put in the long hours and hard work required to launch and run a successful new business. Entrepreneurs are their own boss, which means there's no one telling them to do things. Entrepreneurs must be in charge of their own time and how they spend it.

4. Optimistic

For entrepreneurs, it's always must half full cup seen. Entrepreneurs always look on the bright side and are constant dreamers. They look at how they can do things better and make the world a better place. They never dwell on the past or the negative. Instead, they focus on moving forward and moving up. When they're confronted with challenges, entrepreneurs don't see them as problems;

they see them as opportunities. Challenges fuel entrepreneurs and make them reach higher and do more.

5. Future-oriented

Because entrepreneurs are focused on moving forward, they are always looking toward the future. Entrepreneurs are very goal-oriented and know exactly what they want. They set their goals and everything they do aims at achieving those goals. Having a strong vision helps properly toward accomplishment.

6. Persuasive

To be successful in business, entrepreneurs have to know business. If entrepreneurs are people person and know how to get people to listen to them, they could be successful entrepreneurs.

7. Flexible

Entrepreneurs know how to adapt to unfamiliar situations. If their business requires that they learn how to build a website or send an invoice, they'll do it. Whatever it takes, entrepreneurs are ready and willing. They always approach things with an open mind and are willing to change course if they need to.

8. Resourceful

In business, problems aren't a matter of if, but when. Entrepreneurs do not shy away from challenges or conflicts. Instead, they face them head on and come up with a solution. They know how to solve problems effectively. Entrepreneurs also know how to make the most of what they have. Time, money and effort are never used haphazardly. Everything has a plan and a purpose.

9. Adventurous

Entrepreneurs know that to be successful, they must be willing to take risks. While they don't mind walking on the wild side, they don't take risks lightly. They know how to plan for the unknown and make a calculated decision that is best for them and their business.

10. Decisive

There is no room for procrastination in business. Entrepreneurs know what needs to be done and don't hesitate to make the decisions that will lead them to success. They don't let opportunities pass them by; instead, they seize the day and get the job done.

2.9 Gender Theory

Gender theory postulates that men and women have different approaches to managing their businesses (Quaye, et al. 2015). Shinnar, et al. (2012) stressed that there exist gender differences in entrepreneurial abilities, intentions and other entrepreneurial attributes. Recio, et al. (2014) found significant differences in the entrepreneurial behavior amongst students due to gender differences. Tsyganova and Shirokova (2010) found that the level of male entrepreneurial activity is higher than that of women. Johnson and Powell (1994) observed a significant difference between male and female entrepreneurial behavior on the success of their businesses because of their EO in decision contexts. In addition, Ayub, et al. (2013) found that females and males differ in their level of EO and that these differences might be caused by gender differences in EO preferences. Additionally, a study by Fellnhofer, et al. (2016) on EO and performance established that while the self-evaluated work performance of females is higher than that of males, females tend to identify their individual EO as lower than that of males. Thus, the study of gender differences should be taken into consideration when encouraging entrepreneurially oriented behavior within businesses.

2.10 The relationship between Gender and Entrepreneurial orientation:

Research on female entrepreneurs is increasing rapidly, but little academic literature has focused gender differences in entrepreneurs (Yordanova and Alexandrova-Boshnakova, 2010). This may be due to undersized conceptualization in milieu of female entrepreneurship (Brindley, 2005). Johnson and Powell (1994) emphasized on the significance of differences between male and female entrepreneurial behavior on the success of businesses because of their entrepreneurial orientation in decision contexts. Gender differences in behavior might be caused by gender differences in entrepreneurial orientation preferences, but they might also be caused by situational factors such as options provided to females and the advice they receive. Numerous theoretical and practical reasons support the generation of greater knowledge about the influences of situational and personal characteristics between females and males on decision-making (Blais and Weber, 2001).

Thus, the study of gender differences may precipitate theoretical advances in the fields of risk taking. Empirical research in business and finance reveal that females and males differ in their entrepreneurial orientation. Numerous studies have approached gender differences in the contexts of risk orientation (Jianakopulos and Bernasek, 1998; Williams and Narendran, 1999; Croson and Gneezy, 2009) which is for the most part a central dimension of entrepreneurial orientation. In stance, Powell and Ansic (1997) stated that females have lesser risk preferences than males. Furthermore, Gustafson (1998) validated the thought discussed above by revealing females and males' differences in risk perceptions both in qualitative and quantitative terms. Moreover, Gustafson (1998) argued that females are less oriented towards their working life because of risks of unemployment and economics problems, and more specifically, risk related towards their home and family. In summation, the findings in this section advocate that females have lower risk preferences than males. Thus, they are lesser entrepreneurial oriented than males.

The analysis of EO according to gender has not been the subject of many studies. Indeed, few academic studies have focused on the differences between the EO of women and men (Yordanova, 2010). According to Ayub et al. (2013), research on woman entrepreneurs is increasing rapidly, but little is known about gender differences of entrepreneurs. This can be due to a lack of conceptualization of female entrepreneurship sphere (Brindley 2005). Yet gender studies can enrich theoretical knowledge in the entrepreneurial field (Chasserio, et al. 2016). The authors focus on “entrepreneurial socialization” to identify the influence of gender on the field of entrepreneurship, in other words, they attempt to understand how “gendered” interactions can characterize female entrepreneurship.

Gender inequalities in the entrepreneurial field are of several types. We can identify inequalities in access to professional activities and inequalities in career progression and access to positions of responsibility (Champy, 2009). In addition, there are unequal access to finance affecting women entrepreneurs (Koreen, 2000). Cavalluzzo, et al. (2002, 2003) and Storey (2004) reported that there exists a gender gap in financing and a significant gender gap in the rate bank loans are provided to men and women. The reality is that banks are less and less interested in investing in small projects, particularly in the food service, retail and personal care sectors, which are mostly chosen by women (Cornet and Constantinidis, 2007). As a result, the creation of technology companies is more important to men than women, as Ayadi et al. (2005) argued. According to these authors, 80% of technological entrepreneurs are males.

However, the five dimensions of entrepreneurship related to gender, have been studied by researchers in different studies, such as: the disparity in risk preferences observed between women and men explains the differences in EO (Jianakopulos, 1998; Williams, 1999; Croson, 2009). Moreover, Fellnhofner, et al. (2016) emphasize that gender inequalities are present in every organization and exist at various organizational levels. Thus, women and men evaluate their EO

level differently within the same organization (Wales et al. 2011). The analysis of innovation by gender has shown that women entrepreneurs are less innovative than their male counterparts (De Vita, et al. 2014). Moreover, according to Verheul, et al. (2006), men are more open to new markets than women.

As a result, innovation is highly correlated with firm's performance (Masona, et al. 2015). As far as autonomy is concerned, there is a great debate among researchers. Some authors have found a positive relationship between autonomy and performance (Awang, et al. 2009). Other studies demonstrate the lack of a significant relationship between autonomy and performance. Jalali, et al. (2014) emphasized that proactive businesses are innovative and can gain a high competitive advantage. According to Masona et al. (2015) and Craig et al. (2014), proactive businesses are improving their performance.

Moreover, the link between competitive aggression and company performance was highlighted by Roux and Bengesi (2014), who found a positive relationship between competitive aggression and corporate performance.

2.11 The Role of Gender in Business

Gender differences between male and female owned businesses have received a great amount of attention in entrepreneurship literature (Díaz-García and Jiménez-Moreno, 2010; Inmyxai and Takahashi, 2010; Quaye et al., 2015; Shinnar et al, 2012; Yordanova and Tarrazon, 2010). The Liberal feminist theory and social feminist theory are the major two schools of thought that have been used to explain the role gender plays in business (Robb and Watson, 2011; Quaye et al., 2015; Inmyxai and Takahashi, 2010). The Liberal feminist theory asserts that men and women differ in their behavior due to situational factors. This theory upholds that female owned businesses have a poor performance, when compared to male owned businesses, and that these

differences in performance can be explained by systematic factors such as lack of relevant education, discrimination, and lack of experience (Ahl, 2006; Fischer, et al. 1993). On the other hand, social feminist theory proposes males and females are inherently different in their traits, behavior, and experiences and that these differences do not necessarily mean that female entrepreneurs are less effective than male entrepreneurs.

However, Johnsen and McMahon (2005) note that these difference between male and female entrepreneurs will most likely be revealed in their motivation for entrepreneurship and the performance of their business. Concerning gender difference in the performance of male owned and female owned businesses, the findings have not been consistent. For example, while studies (Inmyxai and Takahashi, 2010; Hsu, et al. 2013) have found that male owned businesses outperform female owned businesses; Rosa Carter and Hamilton (1996) in their studies on British small businesses found no evidence that men owned enterprises are more profit orientated than women owned enterprises. Hence, the reasons for the existence of gender differences in performance between male and female owned enterprises should be taken into consideration when encouraging entrepreneurially oriented behavior within businesses.

2.12 Women entrepreneurs

Women Entrepreneurship means an act of business ownership, creation and controlling which empowers women economically increases their economic strength as well as position in society. Entrepreneurship is not just confined to any one gender now rather due to multi-faceted economic pressures women have turned up and realized that the survival of their families and their own potential lies only in working side by side with men. (Strier and Abdeen, 2009). Women's advancement and equity in the business world is no longer just a matter of the right thing to do; it's clearly the smart thing to do. Women make over 85 percent of buying decisions, according to

Stephanie Holland of economy. This not only makes them a valuable target market, it makes them valuable corporate leaders with a strong understanding of consumer decision making. (Allen and Truman, 2017)

According to Allen and Truman (2017), women bring a different management style that's more inclusive and collaborative. As leaders, they are more likely to draw on others' expertise before making decisions. When women are included at all levels of management, a diverse environment is built where the best talent comes together, regardless of gender, to affect business decisions and direction. Women's current and projected impact in the workforce and the economy commands our attention. Women's ability to increase profits and advance business from a unique perspective and leadership style ensures our attention. The advancement of women advances our society, and according to researchers, it ultimately improves the bottom line.

In line with the increasing roles that women assumed in the economy, more women globally are pursuing careers in management (Davidson and Burke, 2000). Moreover, cross-cultural studies on women as managers found that this rising trend is common in many countries, along with evidence indicating that female managers, world-wide, share a number of similarities (Omar and Davidson, 2001). Hence the aim of this research is to present an up-to-date cross-cultural, comparative review of research findings relating to the position and experiences of women in management in developing countries, highlighting both the similarities and the differences between cultures (Omar and Davidson, 2001).

The adversity experienced by women managers is also precipitated by the manifestation of vertical segregation that places one gender, usually men, at higher level than the other in the same occupational categories (Anker, 1997). This is yet another global issue, in which men were more likely to be production supervisors and women production workers or men more likely to be senior

managers and women junior managers (Vinnicombe, 2000). Ironically, vertical segregation is widespread, even in the so called female jobs.

2.13 Constraints faced by women entrepreneurs

Women entrepreneurs faced constraints in aspects of financial, marketing production, work place facility and health problems. Financial problems faced were non-availability of long-term finance, regular and frequent need of working capital. Poor location of shop and lack of transport facility were major marketing problems. Production problems included the problem of non-availability of raw material. Entrepreneurs of zone-IV mainly faced health problems such as fatigue, tension, and headache. Women entrepreneurs also faced problem of improper water and space facility. Guidelines framed as a solution to these problems can help women entrepreneurs to deal with these problems effectively (Nayyar et al. 2007).

2.14 Female-owned enterprises

According to the study of Akpalu et al. (2012), increasing women's access to microfinance could potentially contribute to increasing efficiency in output and consequently reduce poverty and empower women. However, women especially in patriarchal societies face several constraints that could limit access and effective application of loans. Typically, men within households may directly or indirectly control the business activities of women beneficiaries of microfinance. Using data on access to microfinance in patriarchal societies in northern Ghana we have investigated the extent to which access to credit improve technical efficiency, and whether male involvement in business decision making improve or negatively impact efficiency of agro-processing enterprises. We found very low mean technical efficiency score among the enterprises. A two-stage to bit estimation of the drivers of efficiency revealed that beneficiaries of MFIs loans are more efficient than their counterpart non beneficiaries but women who must ask for permission from their

husbands or male household heads or any male member of their household before accessing were less efficient than their counterparts who do not ask for permission before accessing loans. Similarly, women whose businesses are being controlled by their husbands or household heads are less efficient than their counterparts whose businesses are not controlled.

2.15 Motivation to be in business men/women

The first stage in Baron and Henry's (2011) process model of entrepreneurship investigates factors related to what motivates individuals to become entrepreneurs. Given the complexity and uncertainty associated with entrepreneurship, they suggest that individual motives towards entrepreneurship are important. One motive researchers have examined is job design. Some women view entrepreneurship as a solution to challenges faced in traditional jobs like unfavorable working conditions or work-family conflict. With regard to working conditions, research suggests that women who disliked their supervisors and believed that they could do a better job than management, were more likely to pursue entrepreneurship (Zapalska, 1997).

Yet, as entrepreneurs of any gender increase the amount of time they spend caring for children, the duration of their self-employment decreases (Williams, 2004). Nonetheless, women have exhibited a greater preference for family-related motivators than men, particularly when they have children (DeMartino and Barbato, 2003). In general, research findings are consistent suggesting that women are motivated to pursue entrepreneurship to gain schedule flexibility, higher family involvement, and more time at home when compared to men (Parasuraman and Simmers, 2001). Beyond job design, several individual-level factors, including career reasons, motivate women to pursue entrepreneurship. Carter et al. (2006) examined career reasons of self-realization, financial success, roles, innovation, recognition, and independence. Their results suggest men are motivated more by financial success and innovation than women. However, women still value financial

success, but they evaluate it as less important than the need for independence. Other studies examining career reasons have found similar results. For example, women college students and business owners in Israel ranked independence, flexibility, and a dislike of authority as more important reasons to start a business than men (Malach-Pines and Schwartz, 2008).

This suggests that situational factors regarding the role of women in society that can make the process of becoming an entrepreneur more difficult can simultaneously motivate women to overcome obstacles to gain autonomy/independence. With regard to family background, studies have examined the association between having entrepreneurial parents and children's entrepreneurial motivations. Broadly, this research suggests that although men's entrepreneurial interests are longer-lived than women's, both men and women are motivated if either parent was an entrepreneur (Matthews and Moser, 1996). Similarly, Malach-Pines and Schwartz (2008) found that compared to men, women entrepreneurs were more likely to have an entrepreneurial mother. Finally, having a self-employed husband increases the likelihood of a woman being self-employed (Caputo and Dolinsky, 1998) (Sullivan and Meek, 2012).

2.16 Gender differences in Leadership

Gender differences in leadership can be accounted for through a variety of rationale. From interpersonal relationships to social role expectations to differences in perception and styles, men and women may indeed lead differently in addition to being followed differently. As mentioned, pressure to confirm or negative evaluation of women and minorities in leadership can result in decreased individual well-being and unbalanced human resource management practices. Coupled with the broadening scope of diversity in organizational personnel demographics, continued objective research that is methodologically sound seems warranted to further our understanding.

The successful organization of the future will not only understand leadership in terms of gender but also its contribution to workforce and organizational effectiveness (Stelter, 2002).

2.17 Women entrepreneurship

Although Islam declared women capable of exercising all their rights with no exception and to pursue their social and economic activities, yet, women in many Middle Eastern countries including Palestine struggle against inequality and restrictive practices in economic participation and are constrained by the family roles (Hattab, 2012). Many of these unfair practices and limitations are said to originate from local cultural traditions (Haber and Reichel, 2007) and creating obstacles towards rights and liberation pertaining to laws dealing with criminal justices, economy, education and healthcare.

Some of the factors affecting women entrepreneurship include the slow growth in the region influences economies towards low demand for female labor. In addition, the traditional view that men are the breadwinners further obstructs the employment of women and contributes to an increase in women's unemployment relative to men; the uncertain security situation and internal political tensions (Freedom House, 2010) imposing constraints on women and limiting their access to employment opportunities, freedom of movement. Also the Arab culture defines the roles of men and women, men are expected to support their families and women to take care of house and family promote the culture that the right place for the woman is her house. (Sultan, 2016)

The analysis of Hossain et al. (2009) revealed that women face problems in establishing their own businesses in every step that they take. The desire for financial independence and decision-making, market and informational network, availability of a start-up capital, knowledge and skills and responsibility towards children are the main factors that affect women's decision to become self-entrepreneurs. Their regression analysis, however, revealed that participation in women

associations, advocacy and decision-making (self-fulfillment) and knowledge are the main factors that affect women's decision to develop their business. Yet, the results indicated that religion does not influence women's entrepreneurship development.

In Arab economies, there is no law that prohibits women's work or ownership of a business exists. However, the business environment is highly gender biased. Women entrepreneurs therefore face host of challenges and constraints that hinder their economic participation and thus make their contribution rates lower than men (Hisrich and Öztürk, 1999). Nonetheless, the situation of women in Palestine has seen lots of changes, all aiming at improving the overall status of women. More women are choosing careers in entrepreneurship and hence, contributing to the development and economic growth of their country. In Palestine, as all Arab women entrepreneurs are faced with external barriers such as lack of financing, exclusion from male-dominated informal networks and the social attitude that business ownership is a male activity. Such barriers are mainly informal barriers based on cultural norms, values and customs (Mohsen, 2007).

2.18 Summary:

Several studies have revealed gender differences in terms of innovation. However, many studies said that men tend to focus on the development of new markets that enable business growth, while female entrepreneurs have a greater tendency to innovate on the portfolio of products, despite getting less benefit or growth expectations. Their innovation focuses on meeting the needs of their customers, and hence is focused on innovating in unique markets. In term of Pro-activity that has been defined in the literatures as organizational behavior that is adopted to anticipate future market needs, creating advantages for being the market leader. However, this definition has been developed for the study of entrepreneurship. The extension of the concept to the analysis unit of the entrepreneur must be clarified at an individual level.

Proactive people identify opportunities, act on them, show initiative, execute the action and preserve them until a significant change occurs. However, female gender is associated more with attributes relating to the responsibility, discipline and independence and male to the initiative and leadership positions.

In this study, the gender differences are the main focus relating it to the entrepreneurial orientation dimensions. In addition, the measurement of the gender differences regarding the main five dimensions, which are considered the main features of the entrepreneur, are also discussed in this research.

Chapter Three: Methodology and Statistical Treatment

3.1 Introduction

This chapter presents the methodology used toward gathering data until the findings of analyzing the data. Additionally, it includes presenting the population and sample features appeared from the statistical treatment, according to the tool contents. In addition, this chapter presents the validity and reliability of the instrument used toward data collection.

3.2 Methodology

This research applied the descriptive approach toward accomplishing the study, which is convenient with the subject of the study as the main approach, while this study aimed to describe the gender differences regarding entrepreneurial orientation dimensions. Regarding this objective of the study, the deductive method used by using the survey as the main tool of gathering data from the sample of entrepreneurs, in order to describe the differences between genders and other dimensions regarding the entrepreneurial issues in Palestine, in addition to describe if there is an equal entrepreneurship opportunities for both genders.

The researcher used the questionnaire to collect data using: phone calls, and personnel meetings in order to fulfill the questionnaires, by communicating with the district's chambers of industrial and commerce in West Bank, in order to help in supporting the fulfillment of the questionnaires. The sample consisted of 60 entrepreneurs.

3.3 Population and the sample of the study

The population of this study includes all entrepreneurial projects in West Bank owned by males and females. The population of our study is entrepreneurial projects in Palestine, the sample of the study consists of 75 entrepreneurs from both genders, in which the sample technique used is convenience Sampling.

3.4 Data Collection tools

The questionnaires has been distributed over 75 entrepreneurs, 60 questionnaires were retrieved that have been analyzed statistically. The main tool used for gathering data for the purpose of accomplishing this study was the questionnaire addressed for entrepreneurs (men and women) in Palestine. The questionnaire (Appendix #1) contains a comprehensive section with questions toward obtaining the needed information regarding this study.

During the process of gathering data, the researcher depended on the following ways towards completing the data collection process:

First: personal meetings with entrepreneurs. The researcher faced difficulties through using this way that is taking much time, and the researcher should have waited for a long time to meet the required person.

Second: fulfill the questionnaires by phone. However, the collected data was not convinced by the researcher in order to the short time that should be spend with the entrepreneur.

Third: the researcher communicated with the Industrial and Commercial Chambers around the west bank, in order to make the process more official, finally the researcher succeeded in gathering 60 questionnaires by using this method.

The features of those came out as following:

Table 3. 1: Frequencies of Sample features

Variables	Number	Valid percent	System missing
Gender			-
Male	29	48.3	
Female	31	51.7	
Age			-
18-25	10	16.7	
26-35	12	20.0	
36-45	21	35.0	
46-55	15	25.0	
56 above	2	3.3	
Educational level			1
Tawjihi or Less	1	1.7	
Diploma	12	20.3	
B.A	34	57.6	
Postgraduate	12	20.3	
Sector of operation			1
Trade	11	18.6	
Service	32	54.2	
Manufacturing	5	8.5	
Other	11	18.6	
Marital status			-
Married	40	66.7	
Single	18	30.0	
Divorce	1	1.7	
Other	1	1.7	
Years of experience as entrepreneur			-
Less than 3 years	16	26.7	
3-6	11	18.3	
7-10	9	15.0	
More than 10 years	24	40.0	

3.4.1 Validity of the Instrument

The researcher verifies the validity of the instrument by presenting it to a group of arbitrators and their comments and suggestions were taken into consideration to prepare and design the questionnaire. So, the study aims to investigate the level of the extent perceptions of

entrepreneurial orientation (EO) of females' difference compared to those of their male counterparts.

Table 3. 2: Results of Pearson correlation Matrix paragraphs study tool correlation with the total score of the instrument

Number	Person correlation	Sig	Number	Person correlation	Sig
1	0.395	0.002	17	0.579	0.000
2	0.569	0.000	18	0.505	0.000
3	0.443	0.000	19	0.511	0.000
4	0.285	0.027	20	0.507	0.000
5	0.492	0.000	21	0.586	0.000
6	0.342	.0007	22	0.540	0.000
7	0.198	0.129	23	0.277	0.032
8	0.420	0.001	24	0.616	0.000
9	0.456	0.000	25	0.620	0.000
10	0.302	0.019	26	0.335	0.009
11	0.486	0.000	27	0.479	0.000
12	0.543	0.000	28	0.418	0.001
13	0.627	0.000	29	0.299	0.020
14	0.508	0.000	30	0.173	0.187
15	0.430	0.001	31	0.454	0.000
16	0.476	0.000			

The results indicated that Pearson correlation values between paragraphs are correlated and have significant values with the total correlation degree of the instrument. That makes them attribute with high correlation. Showing that the internal consistency of the paragraphs of the tool and they share together in the measurement of the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts.

3.4.2 Reliability of the study:

The reliability calculation, in a way internal consistency and calculates (Cronbach Alpha), is shown in the following table:

Table 3. 3: results of (Cronbach Alpha):

	number of cases	number of items	Cronbach Alpha
Risk Taking	60	8	0.56
Innovativeness	60	6	0.71
Proactivity	60	4	0.63
Competitiveness	60	7	0.70
Autonomy	60	6	0.57
Total Value	60	31	0.86

Reliability has been verified tool study examined the internal consistency of the paragraphs of the tool calculates the Cronbach alpha coefficient (Cronbach Alpha) on the total study sample as the value of consistency (0.86). Thus, the tool has a high degree of consistency.

3.5 The Research Design

The word “research” is derived from the Latin word that means, “to know.” It is a systematic and replicable process, which identifies and defines problems within specified boundaries. It employs a well-designed method to collect the data and analyses the results. It disseminates the findings to contribute to generalizing knowledge (Creswell, 1997). There are three types of research: exploratory, descriptive, and explanatory researches that are explained below:

3.5.1 Descriptive Research

When a particular phenomenon is under study, the research is needed to describe it, to clarify and explain its inner relationships and properties (Huczynski and Buchana, 1991). The descriptive research will portray an accurate profile of people, events or situations (Robson, 1993). Descriptive research in contrast with exploratory research defines questions, people surveyed and the method of analysis prior to the beginning of data collection. In other words, descriptive research defines the research aspects, who, what, where, when, why and sometimes how of the research. Such preparation allows one the opportunity to make any required changes before the

process of data collection has begun. However, descriptive research should be thought of as means to an end rather than an end, itself (Yin, 1994).

Research approach can be divided into two types:

1. Deductive research approach
2. Inductive research approach

This study will follow the deductive approach as the main approach towards achieving the goals of the study and answering its question.

3.5.2 Deductive Approach:

The research approach is deductive when the theory and questions are developed and a research strategy is designed to test the hypothesis, or it can be inductive when the data is collected and theory is developed as a result of data analysis. The deductive approach owes more to positivism and the inductive approach owes more to phenomenology (Saunders and others, 2009).

On the other hand, **quantitative researchers** emphasize the measurement and analysis of casual relationships between variables. According to Cochran and Dolan (1984) there are differences between qualitative and quantitative research that relate to the distinction between exploratory (qualitative) and confirmatory (quantitative) analysis. When there is little theoretical support for a phenomenon, it may be impossible to develop precise hypotheses, research questions, or operational definitions. In such cases, qualitative research is appropriate because it can be more exploratory in nature (Sullivan, 2001; Cited by Darabi et al.).

The questionnaire (Survey), this study uses the Closed-Ended questionnaire, which implies Questions which have multiple options as answers and allow respondents to select a single

option from amongst them are called closed-format or closed-ended questions (Kothari, 2004). This type of questionnaire is especially useful when conducting preliminary analysis. As a fixed answer set is provided, these are ideal for calculation of statistical information and percentages of various types. Closed-ended questions help to arrive at opinions about a product or service, and sometimes, about a company, in a more efficient manner (Saunders, et al, 2009).

The current study employs one approach that is quantitative. This method used to collect and analyze the data gathered from the sample of the research population.

However, for examining and answering the research questions statistically, we prepared a quantitative tool for collecting the data, which contains a number of axes to cover the aspects of the research, (Gardner, 1996). In addition to the quantitative tool, there is a qualitative tool for gathering the data. This tool is the structured interview in order to know the perspectives of the official parties and supervising bodies regarding the subject of the research. The subject of the research is to explore the differences between gender regarding the entrepreneurial orientation dimensions (Innovativeness, Risk Taking, Pro-activeness, Competitiveness and Autonomy).

In the present study, we follow the design like in figure 2. Figure 2 shows the steps that we follow in this study to achieve its objectives. Figure #2 shows the methodology that we used in this study as following:

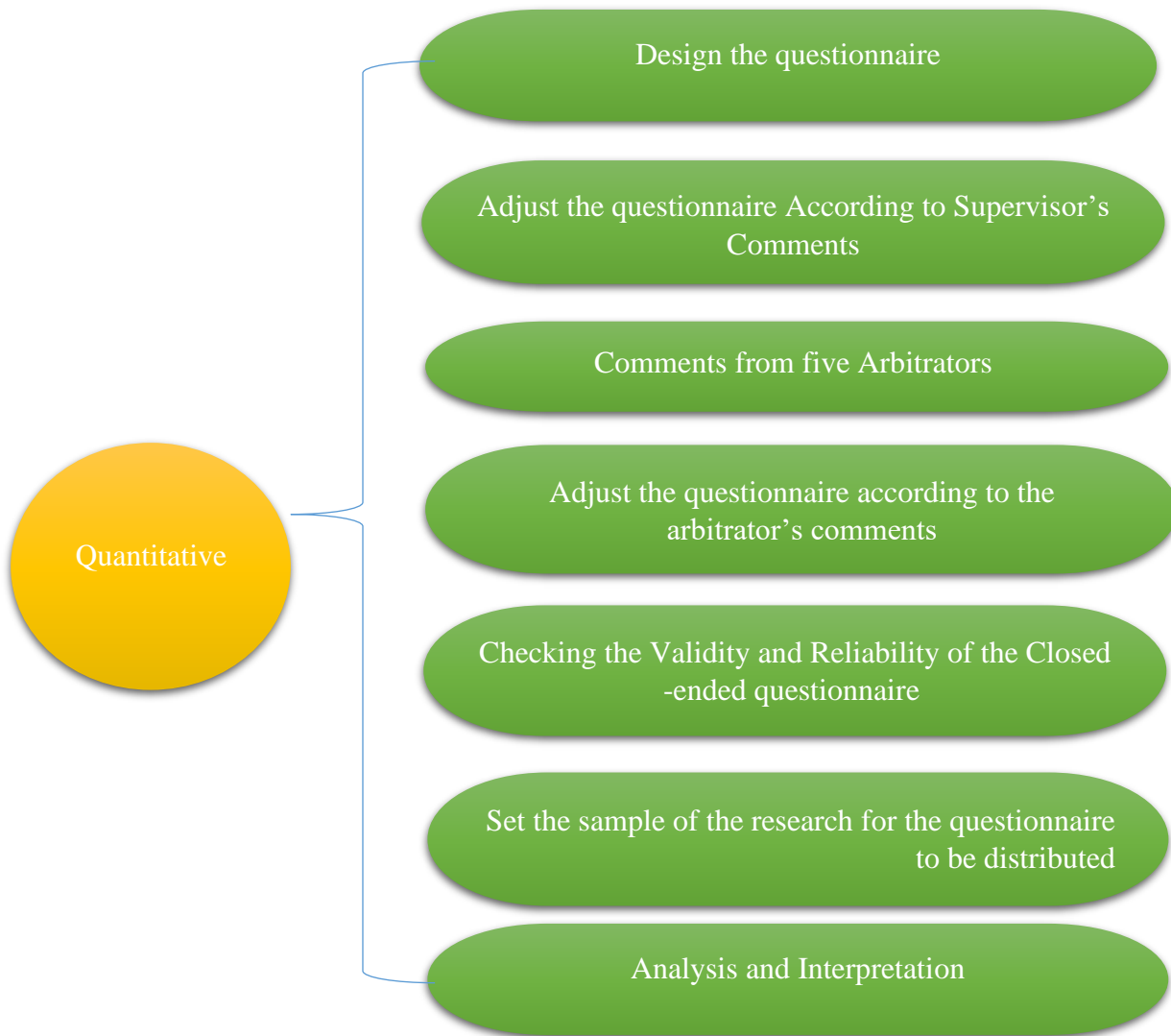


Figure #2: Research Methodology Flow Chart

3.6 Statistical Treatment

After collecting the data, the researcher reviewed it in preparation to be entered to the computer; it has been entered to the computer by giving specific coding. That means to transfer the answer from verbal to digital, where five likert were used in which the answer “strongly agree” were given 5 degrees, “agree” were given 4 degrees, “neutral” was given 3 degrees, “disagree” was identified

by 2 degrees, and the “strongly disagree” was given 1 degree. The higher the degree is the higher the level of the extent perceptions of entrepreneurial orientation (EO) of females’ difference compared to those of their male counterparts.

The data has been statistically processed by extraction of the numbers, the percentages, the averages, and the standard deviations. The hypotheses have been examined at the level of $\alpha = 0.05$, by the following statistical tests: T-test, (One Way Analysis Of Variance, (Pearson Correlation), (Cronbach Alpha), by using the computer with statistical packages for Social Sciences (SPSS Version 21).

Adjustment Mean Scale:

Low Degree	1.00-2.66
Middle Degree	2.67-3.66
High Degree	3.67-5.00

Chapter Four: Results of the Study

4.1 Introduction

This chapter presents a complete presentation of the most important findings of the study. In addition, it answers the research questions and validating hypotheses, using appropriate statistical techniques.

4.2 Results of the Study:

The main results of the study can be presented as the following:

4.2.1 Section One: Answering the research questions

First Main Question of the study:

First: “: How and to what extent perceptions of entrepreneurial orientation (EO) of females differs compared to those of their male counterparts?”

To answer this question, the researcher analyzed the numbers, mean and the standard deviation of the statements to find the level of individual entrepreneurial orientation (EO) for males on the average value of the scale as shown in table 4.1:

Table 4. 1: Mean and standard deviation of males entrepreneurial Orientation (EO) .

	Number	Mean	Standard Deviation
Innovativeness	29	3.97	0.59
Risk Taking	29	3.92	0.42
Competitiveness	29	3.71	0.57
Proactivity	29	3.69	0.6
Autonomy	29	3.68	0.53

As the above table shows, the degree of the level of the entrepreneurial orientation (EO) for males is high. It is obvious that the innovativeness mean is (3.97) and risk-taking mean is (3.92), which

makes the main attributes toward males are those two. Thus, we can say that the most important features of the entrepreneurship for males are those two. Here we can obviously differentiate between those attributes, throughout the main two attributes (Innovativeness and Risk-taking) are necessary toward initiate the entrepreneurship project, the other attributes (competitiveness, proactivity, and autonomy) are important after running the implementation of the entrepreneurship idea.

Second: “What is the level of the individual entrepreneurial orientation (EO) for females.”

To answer this question, the researcher analyzed the numbers, mean and the standard deviation of the statements to find the level of the individual entrepreneurial orientation (EO) for female on total score of the scale, as table # 5 reveals:

Table 4. 2: Mean and standard deviation of female Entrepreneurial Orientation (EO).

	Number	Mean	Standard Deviation
Innovativeness	31	3.89	0.52
Autonomy	31	3.83	0.46
Risk Taking	31	3.7	0.39
Proactivity	31	3.56	0.53
Competitiveness	31	3.51	0.51
	31	3.70	0.35

From table 4.2, we notice that Male and Female entrepreneurs shared some similar high value which is innovativeness. Innovativeness is important for entrepreneurs to implement new ideas, creating dynamic products or improving services. It acts as a catalyst that can make the business grow and adapt in the marketplace. It is also important to notice that autonomy takes the second place in importance for Females while it is the last stage in importance for Males. That indicates that females tend to make their own decisions and use the more efficient tools and guidelines to succeed than their males’ counterparts. However, the risk taking dimension also has a high mean, which means that whenever the entrepreneur has innovativeness and autonomy, female will go under risk taking toward their ideas and projects. In other words, the most important dimensions for females are innovativeness, autonomy, and risk taking ranked from the highest values.

Second question: What are the most important statements of entrepreneurial Dimensions?

Statements ranking for risk-taking dimension for males:

For statements ranking of risk-taking dimension the means and the standard deviations were analyzed to find the most important statements in the current dimension, the results are shown in table 4.3:

Table 4. 3: Means and the standard deviations of statements of the risk-taking dimension were ordered according to its mean values regarding MALES.

	Statement	Mean	Std. Deviation	Degree
q2	I take dare decisions necessary to achieve the business objectives	4.21	0.67	High
q5	I encourage my employees to explore and develop new ideas	4.17	0.71	High
q4	The term “Risk Taker” is considered a positive attribute	4.10	0.81	High
q3	I understand risk-taking and how it works	4.03	0.90	High
q7	I believe that higher risks are related to higher rewards.	3.83	0.88	High
q1	I consider myself risk taker	3.83	0.75	High
q6	Running a business does not force me to compromise of my decisions	3.72	0.92	High
q8	I look for plan that is risk free.	3.48	0.91	Middle
	Average	3.92	0.42	High

It is worth to mention here that the most important statement of the risk-taking dimensions for Males was “I take dare decisions necessary to achieve the business objectives” with the highest value and with a mean of 4.21. Another important result of this dimension is “I encourage my employees to explore and develop new ideas”, with a mean of 4.17. However, the least important statement was “I look for plan that is risk free” with a mean of 3.48. This means that males have awareness of going under risk taking, in addition to their awareness of the free risk in their plans is impossible. So, there is a risk in their plan with different rates. The average value is high which indicates the importance of this dimension toward the respondents (entrepreneurs).

Table 4. 4: Means and the standard deviations for the statements of risk-taking dimension were ordered according to its mean values regarding Females

	Statement	Mean	Std. Deviation	Degree
q5	I encourage my employees to explore and develop new ideas	3.94	0.77	High
q4	The term “Risk Taker” is considered a positive attribute	3.94	0.77	High
q2	I take dare decisions necessary to achieve the business objectives	3.94	0.77	High
q6	Running a business does not force me to compromise of my decisions	3.71	0.82	High
q8	I look for plan that is risk free.	3.65	0.95	Middle
q3	I understand risk-taking and how it works	3.61	0.95	Middle
q1	I consider myself risk taker	3.45	0.92	Middle
q7	I believe that higher risks are related to higher rewards.	3.45	0.92	Middle
	Average	3.70	0.39	High

Table 4.4 shows that females encourage their employees to explore and develop new ideas, and the term risk taker is a positive attribute in the perception for Females. Moreover, females take dare decisions to achieve business objectives with high mean value of 3.94. However, this indicates the differences between females and males, regarding the importance of risk taking dimension.

Statements ranking for innovativeness dimension for males:

For ranking the statements means and the standard deviations were analyzed to find out the most important statements in the section and the results as shown in table 4.5:

Table 4. 5: Mean and the standard deviation of innovativeness dimension statements, ordered according to its mean values regarding Males:

	Statement	Mean	Std. Deviation	Degree
q12	My business seeks out new ways that add value to the product/service I provide	4.17	0.60	High
q10	I actively seek new marketing methods. (Online, social media,)	4.10	0.67	High
q11	I am motivated to be creative in methods of operation	4.00	0.84	High
q13	I am committed to introduce new lines of products/services	3.86	1.06	High
q9	I actively seek new markets (other districts inside Palestine/ other markets outside Palestine).	3.86	0.95	High
q14	I am always in the midst of launching new project.	3.83	1.10	High
	Average	3.97	0.42	High

As mentioned in table 4.5, the innovativeness dimension obtains a very significant perception by males' entrepreneurs. In order to keep sustainable with the business, they seek out new ways that add value to the product/service they offer. However, the average value is high with 3.97.

Statements ranking for innovativeness dimension for females:

For ranking the statements mean and the standard deviation were analyzed to find the most important statements in this section, the results are shown in table 4.6:

Table 4. 6: Mean and the standard deviation of statements of innovativeness dimension, ordered according to its mean values regarding Females:

	Statement	Mean	Std. Deviation	Degree
q10	I actively seek new marketing methods. (Online, social media,..)	4.00	0.93	High
q12	My business seeks out new ways that add value to the product/service I provide	4.00	0.85	High
q11	I am motivated to be creative in methods of operation	3.90	0.83	High
q14	I am always in the midst of launching new project.	3.84	0.86	High
q13	I am committed to introduce new lines of products/services	3.84	0.77	High
q9	I actively seek new markets (other districts inside Palestine/ other markets outside Palestine).	3.77	0.92	High
	Average	3.89	0.52	High

Mostly, females’ entrepreneurs are active in seeking for new marketing methods with a high mean value equal to 4.00. Besides, all statements of innovativeness have high value on average. It's important to mention that Females and Males entrepreneurs share high mean value in seeking out new ways in business that add value to the product/ service they offer.

Statements ranking for proactivity dimension for males:

For ranking the statements mean and the standard deviation were analyzed to find the most important statement in the study, the results are shown in table 4.7:

Table 4. 7: Mean and the standard deviation of statements of proactivity dimension, ordered according to its mean values regarding Males:

	Statement	Mean	Std. Deviation	Degree
q18	My business continuously monitors market trends and identifies future needs of customers	4.07	0.59	High
q17	I do feel comfortable with any new situation	3.72	0.92	High
q15	I take the lead and competitors follow	3.59	0.82	Middle
q16	My business is very often the first to introduce new products/services.	3.41	0.82	Middle
	Average	3.69	0.60	High

According to table 4.7, the highest mean value gone for the statement “My business continuously monitors market trends and identifies future needs of customers” with a mean value of 4.07. However, the statement “My business is very often the first to introduce new products/services” obtained 3.41 mean value.

Statements ranking for proactivity dimension for Females:

Table 4. 8: Mean and the standard deviation of statements of proactivity dimension, ordered according to its mean values regarding Females:

	Statement	Mean	Std. Deviation	Degree
q18	My business continuously monitors market trends and identifies future needs of customers	3.87	0.84	High
q15	I take the lead and competitors follow	3.65	0.87	Middle
q17	I do feel comfortable with any new situation	3.45	0.92	Middle
q16	My business is very often the first to introduce new products/services.	3.29	0.73	Middle
	Average	3.56	0.53	Middle

Table 4.8 shows that the statement “My business continuously monitors market trends and identifies future needs of customers,” has obtained the highest mean value of 3.87. This result is similar to the males’ results regarding the proactivity.

Statements ranking for competitiveness dimension for Males:

To answer this question the means and the standard deviations were analyzed to find the most important questions in the study and the results are shown in table 4.9:

Table 4. 9: Means and the standard deviations of statements of competitiveness dimension, ordered according to its mean values regarding Males:

	Statement	Mean	Std. Deviation	Degree
q20	I am aware of my customers wants and needs	4.21	0.72	High
q24	I trust in my business as a competitive project in the market	3.97	0.82	High
q22	I consider myself a key competitor within my business	3.97	0.86	High
q19	I am very familiar with other competitors	3.90	0.72	High

q25	My business adopts a very competitive procedures to ensure sustainability	3.66	0.81	Middle
q21	Frequently, I do surveys about the competition situation in the market	3.48	0.98	Middle
q23	I use an aggressive competition tools towards my competitors	2.83	1.10	Middle
	Average	3.71	0.57	High

Table 4.9 shows that the most important statement of the competitiveness section regarding males is “I am aware of my customer’s wants needs,” with a mean value of 4.21. The statement follows is “I trust in my business as a competitive project in the market,” with a mean of 3.97. When the males use an aggressive tool toward their competitors gained a mean value of 2.83.

Statements ranking for competitiveness dimension for Females:

Table 4. 10: Mean and the standard deviation of competitiveness dimension statements, ordered with its importance regarding Females:

	Statement	Mean	Std. Deviation	Degree
q24	I trust in my business as a competitive project in the market	3.81	0.65	High
q20	I am aware of my customers wants and needs	3.77	0.84	High
q22	I consider myself a key competitor within my business	3.68	1.04	High
q25	My business adopts a very competitive procedures to ensure sustainability	3.61	0.88	Middle
q19	I am very familiar with other competitors	3.58	0.84	Middle
q21	Frequently, I do surveys about the competition situation in the market	3.13	1.05	Middle
q23	I use an aggressive competition tools towards my competitors	3.00	1.18	Middle
	Average	3.51	0.51	Middle

Table 4.10 shows that the most important sentence in the section of competitiveness toward females which is: “I trust in my business as a competitive project in the market” with a mean of

3.81. Followed by that, it is clear that Female entrepreneurs are aware of their customers' needs with a mean of 3.77. On the other hand, the table shows that females do not use aggressive competition tools toward their competitors.

Statements ranking for autonomy dimension for Males:

To answer this question the means and the standard deviations were analyzed to find the most important questions in the study and the results are shown in table 4.11:

Table 4. 11: Means and the standard deviations of statements of autonomy dimension, ordered with its importance regarding Males:

	Statement	Mean	Std. Deviation	Degree
q29	I prefer being my own boss.	4.17	0.60	High
q30	I want to be the primary decision maker	4.07	0.65	High
q31	I have the freedom to take any action when it is necessary.	3.93	0.79	High
q27	People around me are able to provide me with feedback of what I do	3.62	0.97	Middle
q28	I feel that I can be independent of what related to my business	3.62	0.97	Middle
q26	I don't ask for help whenever I take my decisions	2.72	0.99	Middle
	Average	3.68	0.53	High

The results in the previous table show that males prefer to be their own boss with a high degree of 4.17, also they prefer to be the primary and final decision maker for their work with a degree of 4.07. There was a consensus on the independency toward their work with a middle degree of 3.62. This reflects in the involvement of other people in their decisions but they prefer to keep the final decision making for them.

Statements ranking for autonomy dimension for Females:

Table 4. 12: Mean and the standard deviation of autonomy dimension statements, ordered with its importance regarding Females:

	Statement	Mean	Std. Deviation	Degree
q29	I prefer being my own boss.	4.42	0.62	High
q31	I have the freedom to take any action when it is necessary.	4.13	0.84	High
q30	I want to be the primary decision maker	3.90	0.83	High
q28	I feel that I can be independent of what related to my business	3.74	0.93	High
q27	People around me are able to provide me with feedback of what I do	3.68	0.97	High
q26	I don't ask for help whenever I take my decisions	3.13	1.20	Middle
	Average	3.83	0.46	High

Females prefer to be their own boss in their work with a high degree of 4.42. The next is that females prefer having the freedom toward anything necessary in their work with a high degree of 4.13. On the other hand, females said that they do not ask for help whenever they take decisions, as middle degree of 3.13, which means that females sometimes ask for help into taking their decisions.

4.2.2 Section Two: Hypothesis Testing

First hypothesis: There were no significant differences at $\alpha=0.05$ of the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the gender.

We used (t-test) to test hypotheses for the differences of the level of the extent perceptions of entrepreneurial orientation (EO) of female's difference compared to those of their male counterparts according to the gender, as following:

Table 4. 13: The results of (T-test) for the differences of the level of the extent perceptions of entrepreneurial orientation (EO) of female's difference compared to those of their male counterparts according to the gender

	Gender	Number	Mean	Std. Deviation	DF	T	Sig
Risk Taking	Male	29	3.92	0.42	58	1.993	0.051
	Female	31	3.70	0.39			
Innovativeness	Male	29	3.97	0.59	58	0.544	0.589
	Female	31	3.89	0.52			
Proactivity	Male	29	3.69	0.60	58	0.907	0.368
	Female	31	3.56	0.53			
Competitiveness	Male	29	3.71	0.57	58	1.449	0.153
	Female	31	3.51	0.51			
Autonomy	Male	29	3.68	0.53	58	-1.109	0.272
	Female	31	3.83	0.46			
Average value	Male	29	3.81	0.41	58	1.056	0.296
	Female	31	3.70	0.35			

The results of analysis in the table above indicates that there were no significant differences at $\alpha=0.05$ for the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the gender. This is the core objective of the study, when we can say from the results that there are no significant differences between males and females entrepreneurs toward all dimensions in general, but there are differences in number of dimensions. This means that the managerial and intellectual circumstances and environment for both genders encourage both genders toward adopting all

dimensions, and being an entrepreneur. We believe that both genders have the same opportunities toward adopting and applying the entrepreneurial dimensions, but with conservations related to females, in which they face some social and economic obstacles.

Second hypothesis: There were no significant differences at $\alpha=0.05$ of the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the Age of the entrepreneur.

We used (One-way analysis of variance) to test hypotheses for the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the age as following:

Table 4. 14: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of males.

		DF	Sum of squares	Mean Squares	F	Sig
Risk Taking	Between groups	3	0.091	0.030	0.150	0.929
	Within groups	25	5.047	0.202		
	Total	28	5.138			
Innovativeness	Between groups	3	0.778	0.259	0.699	0.562
	Within groups	25	9.281	0.371		
	Total	28	10.059			
Proactivity	Between groups	3	0.346	0.115	0.289	0.833
	Within groups	25	9.952	0.398		
	Total	28	10.297			
Competitiveness	Between groups	3	0.116	0.039	0.108	0.955
	Within groups	25	8.986	0.359		
	Total	28	9.102			
Autonomy	Between groups	3	0.735	0.245	0.826	0.492

	Within groups	25	7.416	0.297		
	Total	28	8.151			
Total degree	Between groups	3	0.107	0.036	0.187	0.904
	Within groups	25	4.773	0.191		
	Total	28	4.880			

The results of analysis in the table above indicated that there were no significant differences at $\alpha=0.05$ for the level of the extent perceptions of entrepreneurial orientation (EO) of female's difference compared to those of their male counterparts according to the age.

Table 4. 15: Numbers, mean and standard deviation for the difference of the level of the extent perceptions of entrepreneurial orientation (EO) of male's age.

	Age	Number	Mean	Std. Deviation
Risk Taking	18-25	4	3.84	0.15
	26-35	6	4.02	0.51
	36-45	11	3.92	0.46
	46-55	8	3.89	0.46
Innovativeness	18-25	4	4.20	0.62
	26-35	6	4.08	0.43
	36-45	11	4.00	0.55
	46-55	8	3.72	0.76
Proactivity	18-25	4	3.62	0.43
	26-35	6	3.62	0.77
	36-45	11	3.63	0.43
	46-55	8	3.87	0.80
Competitiveness	18-25	4	3.60	0.64
	26-35	6	3.78	0.70
	36-45	11	3.75	0.60
	46-55	8	3.66	0.47
Autonomy	18-25	4	3.62	0.68
	26-35	6	4.00	0.67
	36-45	11	3.59	0.53
	46-55	8	3.62	0.34
Total degree	18-25	4	3.79	0.41
	26-35	6	3.92	0.48
	36-45	11	3.79	0.43
	46-55	8	3.75	0.40

It is obvious from table # 18 that males entrepreneurs have all entrepreneurial attributions, in which risk-taking, proactive approach, autonomy, competitiveness, and innovativeness have similar mean values among all age levels. With bit differences in the risk-taking dimension for the males in 46-55 age level, while they attribute in the competitiveness more than young males in the level between 18-25.

Table 4. 16: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) for females.

		DF	Sum of squares	Mean Squares	F	Sig
Risk Taking	Between groups	4	1.665	0.416	3.496	0.021
	Within groups	26	3.097	0.119		
	Total	30	4.762			
Innovativeness	Between groups	4	1.401	0.350	1.340	0.282
	Within groups	26	6.796	0.261		
	Total	30	8.197			
Proactivity	Between groups	4	0.973	0.243	0.827	0.520
	Within groups	26	7.648	0.294		
	Total	30	8.621			
Competitiveness	Between groups	4	0.609	0.152	0.542	0.706
	Within groups	26	7.300	0.281		
	Total	30	7.909			
Autonomy	Between groups	4	1.217	0.304	1.513	0.227
	Within groups	26	5.228	0.201		
	Total	30	6.444			
Total degree	Between groups	4	0.503	0.126	0.997	0.427
	Within groups	26	3.280	0.126		
	Total	30	3.783			

The results in table # 19 show that there is a significant difference when comparing between females' ages regarding the entrepreneurial dimensions, in which the competitiveness and proactivity gained the most significant differences in the answers of females according to age.

Table 4. 17: Numbers, means and standard deviation for the difference of the level of the extent perceptions of entrepreneurial orientation (EO) of female’s age.

	Age	Number	Mean	Std. Deviation
Risk Taking	18-25	6	4.06	0.40
	26-35	6	3.79	0.20
	36-45	10	3.68	0.36
	46-55	7	3.35	0.37
	56 above	2	3.75	0.17
Innovativeness	18-25	6	4.22	0.45
	26-35	6	3.97	0.41
	36-45	10	3.75	0.52
	46-55	7	3.66	0.50
	56 above	2	4.16	0.94
Proactivity	18-25	6	3.66	0.30
	26-35	6	3.62	0.49
	36-45	10	3.67	0.44
	46-55	7	3.42	0.78
	56 above	2	3.00	0.70
Competitiveness	18-25	6	3.73	0.33
	26-35	6	3.33	0.39
	36-45	10	3.47	0.49
	46-55	7	3.46	0.75
	56 above	2	3.71	0.60
Autonomy	18-25	6	3.88	0.44
	26-35	6	3.66	0.38
	36-45	10	3.66	0.44
	46-55	7	4.02	0.53
	56 above	2	4.33	0.00
Total degree	18-25	6	3.93	0.30
	26-35	6	3.67	0.27
	36-45	10	3.64	0.29
	46-55	7	3.58	0.52
	56 above	2	3.83	0.00

This table shows that middle aged females (36-45 years old), have the highest degrees of the proactivity and competitive dimensions. This is because two main reasons; first is that females before younger than 36 years old, have no enough awareness and recognizing of the entrepreneurship, they probably being still learning or taking care of their children, so they do not have time to proactivity for new ideas or compete with other parts. Second is that females could be

aware enough after 35 years toward getting involved in the battle of entrepreneurship and business. After the year of 45, females in particular will be exhausted and prefer to remain on their situation, due the old age of them, so they cannot be a part of the business competition or applying new initiatives.

Third hypothesis: There were no significant differences at $\alpha=0.05$ of the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the education level.

We used (one-way analysis of variance) to test hypotheses for the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the education level.

Table 4. 18: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of males

		DF	Sum of squares	Mean Squares	F	Sig
Risk Taking	Between groups	2	0.462	0.231	1.284	0.294
	Within groups	26	4.676	0.180		
	Total	28	5.138			
Innovativeness	Between groups	2	1.342	0.671	2.002	0.155
	Within groups	26	8.717	0.335		
	Total	28	10.059			
Proactivity	Between groups	2	1.163	0.581	1.655	0.211
	Within groups	26	9.135	0.351		
	Total	28	10.297			
Competitiveness	Between groups	2	0.323	0.162	0.479	0.625
	Within groups	26	8.779	0.338		
	Total	28	9.102			
Autonomy	Between groups	2	1.283	0.641	2.427	0.108

	Within groups	26	6.869	0.264		
	Total	28	8.151			
Total degree	Between groups	2	0.721	0.361	2.254	0.125
	Within groups	26	4.159	0.160		
	Total	28	4.880			

The results of analysis in the table above indicated that there is significant difference at $\alpha=0.05$ for the competitiveness dimension among the males according to their education level. This significant difference is shown in the following table:

Table 4. 19: Numbers, means, and standard deviation for the difference of the level of the extent perceptions of entrepreneurial orientation (EO) of males.

	education level	Number	Mean	Std. Deviation
Risk Taking	Diploma	5	3.65	0.37
	B.A	21	3.98	0.43
	Postgraduate	3	3.91	0.38
Innovativeness	Diploma	5	3.50	0.55
	B.A	21	4.07	0.58
	Postgraduate	3	4.05	0.53
Proactivity	Diploma	5	3.40	0.45
	B.A	21	3.82	0.63
	Postgraduate	3	3.33	0.38
Competitiveness	Diploma	5	3.48	0.50
	B.A	21	3.76	0.61
	Postgraduate	3	3.71	0.24
Autonomy	Diploma	5	3.30	0.43
	B.A	21	3.81	0.54
	Postgraduate	3	3.44	0.25
Total degree	Diploma	5	3.48	0.17
	B.A	21	3.90	0.44
	Postgraduate	3	3.73	0.22

The important difference between males, according to their education level, is at the competitive dimension, in which males who hold a BA or Diploma are the most competitive males among the entrepreneurial level.

Table 4. 20: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of females

		DF	Sum of squares	Mean Squares	F	Sig
Risk Taking	Between groups	3	0.260	0.087	0.511	0.678
	Within groups	26	4.415	0.170		
	Total	29	4.675			
Innovativeness	Between groups	3	0.531	0.177	0.653	0.588
	Within groups	26	7.047	0.271		
	Total	29	7.578			
Proactivity	Between groups	3	0.890	0.297	1.377	0.272
	Within groups	26	5.602	0.215		
	Total	29	6.492			
Competitiveness	Between groups	3	0.356	0.119	0.586	0.629
	Within groups	26	5.264	0.202		
	Total	29	5.620			
Autonomy	Between groups	3	1.070	0.357	2.336	0.097
	Within groups	26	3.968	0.153		
	Total	29	5.038			
Total degree	Between groups	3	0.208	0.069	0.693	0.565
	Within groups	26	2.599	0.100		
	Total	29	2.807			

The above table indicates that there were no significant differences at $\alpha=0.05$ for the level of the extent perceptions of entrepreneurial orientation (EO) of females according to the education level in general. However, there is a significant difference in the risk-taking dimension, according to the education level of the females. Which is reflected in the following table:

Table 4. 21: Numbers, means, and standard deviation for the difference of the level of the extent perceptions of entrepreneurial orientation (EO) of females.

	education level	Number	Mean	Std. Deviation
Risk Taking	Tawjihi or Less	1	3.25	.
	Diploma	7	3.64	0.38
	B.A	13	3.73	0.47
	Postgraduate	9	3.75	0.31
Innovativeness	Tawjihi or Less	1	3.33	.
	Diploma	7	3.73	0.59
	B.A	13	3.89	0.53
	Postgraduate	9	3.98	0.43
Proactivity	Tawjihi or Less	1	3.00	.

	Diploma	7	3.28	0.41
	B.A	13	3.57	0.38
	Postgraduate	9	3.66	0.58
Competitiveness	Tawjihi or Less	1	3.00	.
	Diploma	7	3.57	0.29
	B.A	13	3.40	0.54
	Postgraduate	9	3.50	0.37
Autonomy	Tawjihi or Less	1	3.50	.
	Diploma	7	4.07	0.39
	B.A	13	3.82	0.44
	Postgraduate	9	3.57	0.27
Total degree	Tawjihi or Less	1	3.22	.
	Diploma	7	3.68	0.23
	B.A	13	3.68	0.37
	Postgraduate	9	3.69	0.26

The most important difference according to the education level among females is that the risk-taking and other dimensions have the highest value among the entrepreneurs B.A holders.

The fourth hypothesis: There were no significant differences at $\alpha=0.05$ of the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the Marital status.

We used (one-way analysis of variance) to test hypotheses for the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the marital status.

Table 4. 22: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of males, beside Numbers, means, and standard deviation according to their marital status.

	Marital status	Number	Mean	Std. Deviation	DF	T	Sig
Risk Taking	Married	21	3.93	0.48	27	0.309	0.760
	Single	8	3.89	0.27			
Innovativeness	Married	21	3.92	0.60	27	-0.615	0.544

	Single	8	4.08	0.60			
Proactivity	Married	21	3.72	0.59	27	0.396	0.696
	Single	8	3.62	0.66			
Competitiveness	Married	21	3.72	0.56	27	0.102	0.919
	Single	8	3.69	0.61			
Autonomy	Married	21	3.64	0.48	27	-0.751	0.459
	Single	8	3.81	0.67			
Total degree	Married	21	3.80	0.40	27	-0.186	0.854
	Single	8	3.83	0.47			

The results of the analysis in the table above indicated that there were no significant differences at $\alpha=0.05$ for the level of the extent perceptions of entrepreneurial orientation (EO) of male counterparts according to the marital status.

Table 4. 23: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of females according to their marital status.

		DF	Sum of squares	Mean Squares	F	Sig
Risk Taking	Between groups	3	1.258	0.419	3.233	0.038
	Within groups	27	3.504	0.130		
	Total	30	4.762			
Innovativeness	Between groups	3	1.285	0.428	1.673	0.196
	Within groups	27	6.912	0.256		
	Total	30	8.197			
Proactivity	Between groups	3	0.444	0.148	0.488	0.693
	Within groups	27	8.177	0.303		
	Total	30	8.621			
Competitiveness	Between groups	3	0.345	0.115	0.411	0.746
	Within groups	27	7.564	0.280		
	Total	30	7.909			
Autonomy	Between groups	3	0.121	0.040	0.172	0.915
	Within groups	27	6.324	0.234		
	Total	30	6.444			
Total degree	Between groups	3	0.424	0.141	1.135	0.353
	Within groups	27	3.359	0.124		
	Total	30	3.783			

Table 4.23 shows that there was a significant difference in the dimension of risk-taking between females, in which the value of F is 3.233 means that above 0.05, the value indicates differences. While the number and means of the responses came as table 4.24 shows:

Table 4. 24: Numbers, mean, and standard deviation for the difference of the level of the extent perceptions of entrepreneurial orientation (EO) of females according to the marital status.

	Marital status	Number	Mean	Std. Deviation
Risk Taking	Married	19	3.55	0.36
	Single	10	3.97	0.35
	Divorce	1	4.00	.
	Other	1	3.75	.
Innovativeness	Married	19	3.75	0.46
	Single	10	4.11	0.57
	Divorce	1	4.50	.
	Other	1	3.66	.
Proactivity	Married	19	3.61	0.59
	Single	10	3.42	0.45
	Divorce	1	4.00	.
	Other	1	3.50	.
Competitiveness	Married	19	3.45	0.56
	Single	10	3.61	0.44
	Divorce	1	3.85	.
	Other	1	3.28	.
Autonomy	Married	19	3.79	0.48
	Single	10	3.91	0.48
	Divorce	1	3.83	.
	Other	1	3.66	.
Total degree	Married	19	3.62	0.36
	Single	10	3.83	0.31
	Divorce	1	4.03	.
	Other	1	3.58	.

The data in table 4.24 indicates the differences between marital statuses as an entrepreneur regarding women. However, it is evident that divorced women and the single as well have the most important differences, with a mean of 4.00 and close to 4.00 in every dimension, while the

married females have no significant differences, probably because of the support from their husbands.

The fifth hypothesis: There were no significant differences at $\alpha=0.05$ of the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the Years of experience as entrepreneur.

We used (one way analysis of variance) to test hypotheses for the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the Years of experience as entrepreneur.

Table 4. 25: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of males according to the Years of experience as entrepreneur.

		DF	Sum of squares	Mean Squares	F	Sig
Risk Taking	Between groups	3	0.083	0.028	0.137	0.937
	Within groups	25	5.055	0.202		
	Total	28	5.138			
Innovativeness	Between groups	3	0.702	0.234	0.625	0.605
	Within groups	25	9.357	0.374		
	Total	28	10.059			
Proactivity	Between groups	3	1.400	0.467	1.311	0.293
	Within groups	25	8.898	0.356		
	Total	28	10.297			
Competitiveness	Between groups	3	0.299	0.100	0.283	0.837
	Within groups	25	8.803	0.352		
	Total	28	9.102			
Autonomy	Between groups	3	0.670	0.223	0.747	0.534
	Within groups	25	7.481	0.299		

	Total	28	8.151			
Total degree	Between groups	3	0.068	0.023	0.117	0.949
	Within groups	25	4.812	0.192		
	Total	28	4.880			

The results in the above table indicate no significant differences at $\alpha=0.05$ for the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the years of experience as an entrepreneur.

Table 4. 26: Numbers, mean, and standard deviation for the difference of the level of the extent perceptions of entrepreneurial orientation (EO) of males according to the years of experience as entrepreneur.

	Years of experience as entrepreneur	Number	Mean	Std. Deviation
Risk Taking	Less than 3 years	7	3.83	0.37
	3-6	4	3.96	0.41
	7-10	3	3.87	0.54
	More than 10 years	15	3.95	0.46
Innovativeness	Less than 3 years	7	4.09	0.48
	3-6	4	3.62	0.56
	7-10	3	3.83	0.92
	More than 10 years	15	4.03	0.61
Proactivity	Less than 3 years	7	3.57	0.49
	3-6	4	3.25	0.57
	7-10	3	4.00	0.90
	More than 10 years	15	3.81	0.58
Competitiveness	Less than 3 years	7	3.55	0.59
	3-6	4	3.82	0.42
	7-10	3	3.85	0.75
	More than 10 years	15	3.73	0.59
Autonomy	Less than 3 years	7	3.57	0.49
	3-6	4	4.00	0.45
	7-10	3	3.88	0.97
	More than 10 years	15	3.62	0.49
Total degree	Less than 3 years	7	3.73	0.30
	3-6	4	3.78	0.41
	7-10	3	3.88	0.74
	More than 10 years	15	3.83	0.43

Table 4.26 shows that there are no differences between males according to their experience as entrepreneurs regarding all dimensions, while it indicates that the years of experience at more than 10 years obtained the highest means.

Table 4. 27: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of females according to the years of experience as entrepreneur.

Variable		DF	Sum of squares	Mean Squares	F	Sig
Risk Taking	Between groups	3	1.347	0.449	3.551	0.027
	Within groups	27	3.415	0.126		
	Total	30	4.762			
Innovativeness	Between groups	3	1.873	0.624	2.666	0.068
	Within groups	27	6.324	0.234		
	Total	30	8.197			
Proactivity	Between groups	3	1.067	0.356	1.272	0.304
	Within groups	27	7.554	0.280		
	Total	30	8.621			
Competitiveness	Between groups	3	0.273	0.091	0.322	0.809
	Within groups	27	7.636	0.283		
	Total	30	7.909			
Autonomy	Between groups	3	0.589	0.196	0.905	0.452
	Within groups	27	5.856	0.217		
	Total	30	6.444			
Total degree	Between groups	3	0.761	0.254	2.266	0.104
	Within groups	27	3.022	0.112		
	Total	30	3.783			

The results in the above table indicate no significant differences at $\alpha=0.05$ for the level of the extent perceptions of entrepreneurial orientation (EO) of female's counterparts according to the Years of experience as an entrepreneur. However, there are differences among females in some dimensions, as table 4.28 shows:

Table 4. 28: Numbers, mean, and standard deviation for the difference of the level of the extent perceptions of entrepreneurial orientation (EO) of females according to the Years of experience as entrepreneur.

	Years of experience as entrepreneur	Number	Mean	Std. Deviation
Risk Taking	Less than 3 years	9	3.94	0.38
	3-6	7	3.71	0.44
	7-10	6	3.33	0.29
	More than 10 years	9	3.72	0.27
Innovativeness	Less than 3 years	9	4.12	0.48
	3-6	7	3.76	0.41
	7-10	6	3.47	0.30
	More than 10 years	9	4.03	0.60
Proactivity	Less than 3 years	9	3.66	0.45
	3-6	7	3.46	0.52
	7-10	6	3.25	0.35
	More than 10 years	9	3.75	0.67
Competitiveness	Less than 3 years	9	3.53	0.43
	3-6	7	3.51	0.53
	7-10	6	3.33	0.21
	More than 10 years	9	3.60	0.72
Autonomy	Less than 3 years	9	3.75	0.42
	3-6	7	3.85	0.40
	7-10	6	3.63	0.28
	More than 10 years	9	4.01	0.61
Total degree	Less than 3 years	9	3.81	0.34
	3-6	7	3.67	0.34
	7-10	6	3.40	0.13
	More than 10 years	9	3.81	0.39

Table 4.28 indicates two dimensions that are “Innovativeness” and “Autonomy”, which have the most important differences among females, who are categorized into less than three years of experience as well as more than ten years of experience.

4.2.3 Section Three: Characteristics of Entrepreneurs

Characteristics that describe the personality of the entrepreneur ranked from 1 the most important until 10 the less important.

Table 4. 29: Common Characteristics (Male)

Number	Variables	Number	Valid percent
1	Ambitious	23	79.3
2	Integrity / Trustworthy	21	72.4
3	Diplomatic	18	62.1
4	Enthusiastic / Passionate	17	58.6
5	Realistic / Pragmatic	17	58.6
6	Ability to motivate	16	55.2
7	Over-confidence / Hubris	16	55.2
8	Flexible	15	51.7
9	Sociability / Good networkers	15	51.7
10	Creative / Innovativeness	13	44.8
11	Positive / Optimistic	12	41.4
12	Decisive	11	37.9
13	Dominance / Belief in control	11	37.9
14	Need for achievement	11	37.9
15	Opportunity orientation	11	37.9
16	Pro-activity / Initiative	11	37.9
17	Inspirational	10	34.5
18	Need for status and power	10	34.5
19	Insightful	8	27.6
20	Persistent	8	27.6
21	Risk-taking	8	27.6
22	Self-confidence / Self-efficacy	8	27.6
23	Thick-skinned	5	17.2
24	Tolerance for failure / Resilience	5	17.2
25	Visionary	3	10.3

The characteristics related to males entrepreneurs, as listed in table # 32, show that: ambition, trustworthy, diplomatic, enthusiastic, realistic, ability to motivate, over confidence, flexible, sociability, and creative are the most important attributes. However, the researcher supports these results accordingly with the importance of those characteristics toward being an entrepreneur.

Table 4. 30: Common Characteristics (Female)

#	Variables	Number	Valid percent
1	Ambitious	25	80.6
2	Integrity / Trustworthy	24	77.4
3	Realistic / Pragmatic	22	71.0
4	Sociability / Good networkers	22	71.0
5	Ability to motivate	18	58.1
6	Positive / Optimistic	17	54.8
7	Enthusiastic / Passionate	15	48.4
8	Insightful	15	48.4
9	Pro-activity / Initiative	15	48.4
10	Creative / Innovativeness	14	45.2
11	Diplomatic	14	45.2
12	Flexible	13	41.9
13	Persistent	11	35.5
14	Dominance / Belief in control	11	35.5
15	Over-confidence / Hubris	10	32.3
16	Self-confidence / Self-efficacy	9	29.0
17	Inspirational	9	29.0
18	Need for achievement	8	25.8
19	Need for status and power	8	25.8
20	Tolerance for failure / Resilience	7	22.6
21	Decisive	6	19.4
22	Thick-skinned	6	19.4
23	Visionary	6	19.4
24	Opportunity orientation	5	16.1
25	Risk-taking	5	16.1

It is noticed from the previous table that females characterized with ambitious, trustworthy, realistic, sociability, ability to motivate, positive, enthusiastic, insightful, proactivity, and creativity. Those are most important ten characteristics, which are belonging to most of females involved in this study. Regarding females there are similarities comparing with males toward the most common characteristics for them to be an entrepreneur, with a difference in percentage of respondents. In addition females have responded as additional characteristics that took high percentages such as: Optimistic, insightful, and proactivity.

With those characters the differences are reflect between males and females common characters, the differences show that females are more optimistic toward their achievement of objectives, and they have the proactivity and the starring points, which males suffered from.

4.2.4 Section Four: this section is specified for women

First: What are the most important obstacles that women face?

To test this question, mean and standard deviation were analyzed to find the most important statements. The results are shown in table 4.31.

Table 4. 31: Mean and standard deviation for the questions of the study as ordered with its importance:

	Statement	Mean	Std. Deviation	Degree
q8	Traditions and customs prevalent in Palestine put a lot of restrictions on the women	3.94	1.09	High
q9	Women in Palestine have lack of awareness about their potentials	3.90	1.04	High
q13	You obtain a support from your spouse toward running your project	3.84	1.06	High
q2	I have difficulties in securing a fund for my business	3.77	0.66	High
q11	I face lot of competition from men	3.68	0.87	High
q10	The society is dominated by males	3.65	0.91	Middle
q5	Balancing between business and family life is difficult.	3.58	0.95	Middle
q3	I always struggle to be taken seriously	3.58	1.05	Middle
q1	I face social obstacles as women entrepreneur	3.55	1.12	Middle
q12	Women is easily cheated in the market	3.16	1.00	Middle
q4	It is hard for me to build an extensive and supportive networks	3.03	1.01	Middle

q7	I suffer from the negative view of the society	2.94	1.23	Middle
q6	I don't have enough support from the family	2.81	1.35	Middle
	Average	3.49	0.54	Middle

Table 4.31 indicates that the traditions and customs prevalent in Palestine form the most critical restrictions among females toward being entrepreneurs. Also, women in Palestine have a lack of awareness of their competencies. Moreover, married women in Palestine, as we mentioned before, are the most supported by their husbands. This is related to the Eastern community that Palestine community attributes with, which prevent the women from doing all things that men can do, such as work, innovativeness. But at the same time, the Palestinian community created women with the ability to achieve their objectives, the same as men. This reflects in the middle average and degree sentence, of which the women do not have enough support from their families.

Second: What are the main constraints that you faced when you started your business as a woman? (Managerial, Financial, Registration, Legislation):

All women respondents for this question have stated many types of obstacles, some related to society and others related to managerial, financial and other issues, as following:

Table 4. 32: Main obstacles faced by women toward being entrepreneur in comparison with men:

Number	Statement	Number of responses	Valid percent
1	Lack of fund.	16	18.6
2	Society perception toward woman.	10	11.6
3	Legislation obstacles	9	10.4
4	Inequity between both genders.	7	8.1
5	Adaptation between family and work.	7	8.1
6	Masculinity of the society.	5	5.8
7	Administrative Obstacles	4	4.6
8	Traditions of the society	3	3.5
9	Family objection toward woman work.	3	3.4
10	Woman perception to herself	2	2.3

Table 4.32 indicates for the most important obstacles among females, which are society perception toward women; however, other two obstacles faced by both women and men together toward being entrepreneur, which are lack of fund, and legislation obstacles such as registration. However, these obstacles ensure that women and men also fail to be an entrepreneur. Palestine has many points of failure in laws that prohibit women from registering and doing all legislative issues, while men are not. Upon that it is worth to mention that Palestinian community and Arabian community as well is the main obstacle against women, with old traditions and thoughts regarding women, who must stay at home to grow up her children, which is not acceptable in the recent world.

Chapter Five: Conclusion and Recommendations

5.1 Conclusion

The main purpose of the study is to explore and describe whether and to what extent there is any gender difference across the EO dimensions (risk-taking, innovativeness, pro-activeness, competitive and autonomy). Which reflects in the main question of “How and to what extent perceptions of entrepreneurial orientation (EO) of females differ compared to those of their male counterparts?” Toward achieving the main purpose of the study, we tried to answer the main question.

Regarding the answer of the main question, it is worth to mention here that the most important statement of the risk-taking dimensions for Males was that males do take dare decisions necessary to achieve their business objectives. In addition, they encourage their employees to find out new ideas to be applied. However, they reflect that they are aware of the risk-taking issue throughout non-free risk in their plans will be existed. Which, means that males have awareness of going under risk taking, in addition to their awareness of the free risk in their plans is impossible, so there is a risk in their plan with different rates. Nothing in life aspects done without risk. While, females encourage their employees to explore and develop new ideas, and the term risk taker is a positive attribute in the perception for Females. Meanwhile, this means that there are differences between males and females regarding the risk-taking dimension.

The innovativeness dimension obtains a very significant perception by males’ entrepreneurs. In order to keep sustainable with the business, they seek out new ways that add value to the product/service they offer. Whereas, females’ entrepreneurs are active in seeking for new

marketing methods. It's worth to mention that Females and Males entrepreneurs share high mean value in seeking out new ways in business that add value to the product/ service they offer.

According to the results of the study, males business continuously monitors market trends and identifies future needs of customers, which means that males are up to date with the market. Which will lead them toward introduce new products in the market. Whereas, the results of the study for females show the same thing as to males. This leads us to say that there is no differences between male and females, regarding the proactivity dimension.

Regarding competition dimension, the results show that males aware of their customer's wants needs, in addition they trust in their businesses as competitive projects in the market. While males do not use aggressive tools and methods toward competing with other businesses. In the other hand, females trust their businesses as competitive projects in the market, they are aware of their customers' needs, and females do not use aggressive competition tools toward their competitors. Which, makes us say that there are no differences between males and females regarding competitiveness, unless there is difference into the importance of this dimension among them.

The results of the Autonomy dimension show that males prefer to be their own boss of their business, also they prefer to be the primary and final decision maker for their work, which implies the control and independent attributes that men characterized. While, the results indicate for the reflection in the involvement of other people in male's decisions but they prefer to keep the final decision making by them. Regarding females, they prefer to be their own boss in their work, and they have the freedom toward anything necessary in their work. When, females said that they do not ask for help whenever they take decisions, but sometimes ask for help into taking their decisions. Form the previous words we can say that there is no any significant difference between males and females, they both insist for their independency and freedom toward their business.

Briefly, we can say from above conclusion that there are differences between males and females toward being entrepreneur, due to the existence of many obstacles, which could be able and enough toward making women fail into their own work, such as: legislation, community perceptions toward business women.

The study as well tried to answer sub-questions related to the main question, i.e “How the interaction between gender and other demographic variables, (e.g., age and education) affect the entrepreneurial orientation?”

In order to answer this question, our findings show that there are no significant differences for the extent perceptions of entrepreneurial orientation (EO) of female’s difference compared to those of their male counterparts according to the age. In which It is obvious that males entrepreneurs have all entrepreneurial attributions, in which risk-taking, proactiveness, autonomy, competitiveness, and innovativeness have similar mean values among all age levels. While, The results show that there is a significant difference when comparing between females’ ages regarding the entrepreneurial dimensions, in which the competitiveness and proactivity gained the most significant differences in the answers of females according to age. We relate this for two main reasons; first is that females before younger than 36 years old, have no enough awareness and recognizing of the entrepreneurship, they probably being still learning or taking care of their children, so they do not have time to proactivity for new ideas or compete with other parts. Second is that females could be aware enough after 35 years toward getting involved in the battle of entrepreneurship and business. After the year of 45, females in particular will be exhausted and prefer to remain on their situation, due the old age of them, so they cannot be a part of the business competition or applying new initiatives.

The results of analysis indicated that there is significant difference for the competitiveness dimension among the males according to their education level. When, the important difference between males, according to their education level, is at the competitive dimension, in which males who hold a BA or Diploma are the most competitive males among the entrepreneurial level. Whereas, results indicates that there are no significant differences for the level of the extent perceptions of entrepreneurial orientation (EO) of females according to the education level in general. However, there is a significant difference in the risk-taking dimension, according to the education level of the females.

As well, the results of the analysis in the table above indicated that there are no significant differences at for the level of the extent perceptions of entrepreneurial orientation (EO) of male counterparts according to the Marital status. But, there is a significant difference in the dimension of risk-taking between females. However, it is an evident that divorced women and the single as well have the most important differences, while the married females have no significant differences, probably because of the support from their husbands. In addition, the results indicate for no significant differences for the level of the extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts according to the Years of experience as an entrepreneur. Differences reflected in two dimensions among females that are Innovativeness and Autonomy, who are categorized into less than three years of experience as well as more than ten years of experience.

Other important sub-question, which the study tried to answer is that: “What are the constraints that effect female entrepreneurs in managing their businesses?”.

Findings of the study answered this question, thus table # 34 in chapter four indicates that the traditions and customs prevalent in Palestine form the most critical restrictions among females

toward being entrepreneurs. However, table # 35 in chapter four indicates for the most important obstacles among females, which are society perception toward women; lack of fund, and legislation obstacles such as registration. However, Palestine has many points of failure in laws that prohibit women from registering and doing all legislative issues.

5.2 Research Implications

This study has applied on Palestinian entrepreneurs; the results are limited to the Palestinian context. Self-reported data were used to measure the gender differences towards entrepreneurial dimensions. Further research works could replicate the analyses using objectives. Not only in similar EO but also in other countries and incorporating other industries.

5.3 Managerial Implications

The fact that levels of innovativeness, competitive aggressiveness, and pro-activeness are low for both male and female entrepreneurs suggest the need for developing these competencies among Palestinian entrepreneurs as these EO dimensions can significantly improve the performance of their businesses. Additionally, entrepreneurs and managers can enhance the general EO posture of their businesses by enabling their employees to act entrepreneurially through entrepreneurial skills development. Furthermore, risk taking and pro-activeness are widely known for influencing the performance and growth of businesses, however, this study shows significant gender differences in these two factors with men being more risk takers while females are more proactive. As such, creating gender balanced partnerships can enable business owners and managers to have optimal levels of both factors to better enhance the performance and growth of their businesses. Given that education was established to have a positive relationship with performance, and also the interaction between gender and education positively influences EO, the important role education plays is quite obvious. This places more emphasis on enhancing the level of education amongst

small business owners and particularly more emphasis should be placed on education and awareness related to entrepreneurship.

Consequently, in order to enhance the entrepreneur's level of education and business knowledge and skills, specialized capacity building support programs should be put in place. Moreover, the fact that experience has a significant positive relationship with EO shows that entrepreneurs that had prior business experience before starting their businesses are more alert, more prepared and better able to identify and explore opportunities that are not visible to other entrepreneurs. It can therefore be more advisable for business owners and managers to form partnerships with entrepreneurs that have sufficient prior experience the industry in which their business operates in.

5.5 Recommendations

Based on the results of the study, the following recommendations reveal the resolutions of the main problems found:

- 1- It is necessary for the decision makers and politicians in the high hierarchy of Palestine, to work on updating the laws toward giving women more rights in the social and economic aspects of life.
- 2- It is important to engage women \ men in entrepreneurial education, which seems pivotal to developing the right abilities, skills, competencies and orientation necessary for women to make vital contributions through entrepreneurial ventures.
- 3- Policy makers in Palestine should pay more attention toward women economic and social empowerment, in order to change the community perspectives against women, which will lead to enrich the community with equity between both genders. This is important for the purpose of enrich the community with new women entrepreneurs.

In particular, the recommendations related to our finding are:

1. Promoting women as entrepreneurs. As all activities relating to the promotion of female entrepreneurship and women owned businesses are of societal and economic benefit to all.
2. Ensuring the accessibility of entrepreneurship to both genders by making sure that education at all levels removes gender stereotyping of entrepreneurs and closes the gap between the numbers of young men and young women starting businesses.
3. Creating dedicated women's business centers offering essential business information, networks, knowledge sharing, training and mentoring.
4. Ensuring support and access to information, funds and resources for women / men who may wish to start their own company or develop their research or innovations.
5. Lobbying to change the current legislation in areas of gender equality.
6. Encourage the government to establish entrepreneur incubators.

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Appendices

Appendix #1: The Questionnaire (Data Collection Tool)

Questionnaire

The researcher Ghada Hazboun is conducting a survey aims to answer the question of **“How and to what extent perceptions of entrepreneurial orientation (EO) of females difference compared to those of their male counterparts?”** In order to answer this question, the attached questionnaire must be fulfilled, and she cordially ask you to answer the questions of the questionnaire with an objectivity way. However, the researcher confirms that all information you provide will be handled with a high rate of confidentiality and for the use of scientific issue only.

Thank you

Section One: Demographic data

Gender: Male Female

Age: Less Than 25 26-35 36-45 46-55 More Than 55

Education level: Tawjihi or Less **Diploma** BA Postgraduate

Sector of Operation: Trade Service Manufacturing Other/Please Specify:

Marital status: Married Single Divorce Other/Please Specify:

Years of Experience as entrepreneur: Less than 3 years 3 -6 7 -10 more than 10 years

Section Two: Gender difference across the EO dimensions

#	Sentence	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Risk Taking						
1	I consider myself risk taker					
2	I take dare decisions necessary to achieve the business objectives					
3	I understand risk-taking and how it works					
4	The term “Risk Taker” is considered a positive attribute.					
5	I encourage my employees to explore and develop new ideas					
6	Running a business does not force me to compromise of my decisions					
7	I believe that higher risks are related to higher rewards.					
8	I look for plan that is risk free.					
Innovativeness						
9	I actively seek new markets (other districts inside Palestine/ other markets outside Palestine).					
10	I actively seek new marketing					

	methods. (Online, social media,..)					
11	I am motivated to be creative in methods of operation					
12	My business seeks out new ways that add value to the product/service I provide					
13	I am committed to introduce new lines of products/services					
14	I am always in the midst of launching new project.					
Proactivity						
15	I take the lead and competitors follow					
16	My business is very often the first to introduce new products/services.					
17	I do feel comfortable with any new situation					
18	My business continuously monitors market trends and identifies future needs of customers					
Competitiveness						
19	I am very familiar with other competitors					
20	I am aware of my customers wants and needs					
21	Frequently, I do surveys about the competition situation in the market					
22	I consider myself a key competitor within my business					
23	I use an aggressive competition tools towards my competitors					
24	I trust in my business as a competitive project in the market					
25	My business adopts a very competitive procedures to ensure sustainability					
Autonomy						
26	I don't ask for help whenever I take my decisions					
27	People around me are able to provide me with feedback of what I					

	do					
28	I feel that I can be independent of what related to my business					
29	I prefer being my own boss.					
30	I want to be the primary decision maker					
31	I have the freedom to take any action when it is necessary.					

Section Three: Characteristics of Entrepreneurship

Please Rank 10 characteristics that describe your personality more, by using the number 1 as the most important item that describe your personality and 10 for the less important:

No	Common Characteristics	
1.	Ability to motivate	
2.	Ambitious	
3.	Creative / Innovativeness	
4.	Decisive	
5.	Diplomatic	
6.	Dominance / Belief in control	
7.	Enthusiastic / Passionate	
8.	Flexible	
9.	Insightful	
10.	Inspirational	

11.	Integrity / Trustworthy	
12.	Need for achievement	
13.	Need for status and power	
14.	Opportunity orientation	
15.	Over-confidence / Hubris	
16.	Persistent	
17.	Positive / Optimistic	
18.	Pro-activity / Initiative	
19.	Realistic / Pragmatic	
20.	Risk-taking	
21.	Self-confidence / Self-efficacy	
22.	Sociability / Good networkers	
23.	Thick-skinned	
24.	Tolerance for failure / Resilience	
25.	Visionary	

Section Four: this section for women entrepreneurs ONLY:

A) Please draw X in the field of your answer for the obstacles might face:

#	Sentence	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

1	I face social obstacles as women entrepreneur					
2	I have difficulties in securing a fund for my business					
3	I always struggle to be taken seriously					
4	It is hard for me to build an extensive and supportive networks					
5	Balancing between business and family life is difficult.					
6	I don't have enough support from the family					
7	I suffer from the negative view of the society					
8.	Traditions and customs prevalent in Palestine put a lot of restrictions on the women					
9.	Women in Palestine have lack of awareness about their potentials					
10.	The society is dominated by males					
11.	I face lot of competition from men					
12.	Women is easily cheated in the market					
13.	You obtain a support from your spouse toward running your project					

B) : What are the main constraints that you faced when you started your business as a woman? (Managerial, Financial, Registration, Legislation)

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