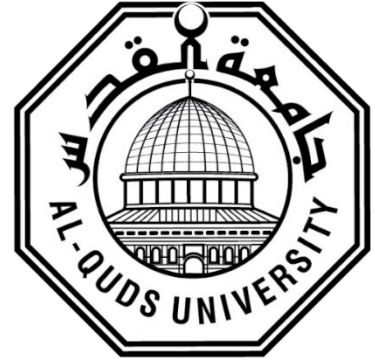


**Al-Quds University**

**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

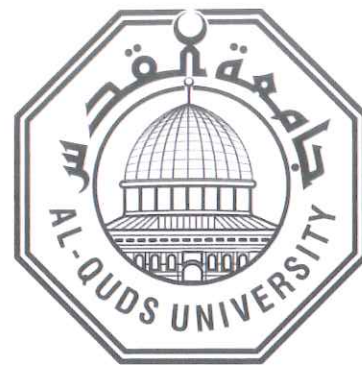
Al-Quds University.

**2020 – 1441**

**Al-Quds University**

**Deanship of Graduate Studies**

**Institute of Business and Economics**



**Thesis Approval**

**“Gender Differences in the Entrepreneurial Orientation  
Dimensions”**

Prepared By: Ghada Anton Ibrahim Hazboun

Registration Number: 21420093

Master thesis submitted and accepted, Date: January, 11<sup>th</sup>, 2020

The names and signatures of the examining committee members are as follows:

1- Head of committee: Dr. Nidal Darweesh

Signature.....

2- Internal Examiner: Dr. Salwa Barghouthi

Signature.....

3- External Examiner: Dr. Abeer Istanbuli

Signature.....

Jerusalem – Palestine

1441 Hijri / 2020 AD

**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.

# Contents

<b>Declaration:</b> .....	<b>i</b>
<b>Dedication</b> .....	<b>ii</b>
<b>Acknowledgment</b> .....	<b>iii</b>
<b>Abstract</b> .....	<b>iv</b>
<b>المخلص</b> .....	<b>v</b>
<b>Contents</b> .....	<b>vii</b>
<b>List of Tables</b> .....	<b>ix</b>
<b>Chapter One: Study Background</b> .....	<b>1</b>
1.1 Introduction:.....	1
1.2 Problem Statement .....	5
1.3 The Objectives: .....	6
1.4 The Significance of the study.....	6
1.5 Research questions.....	6
1.6 The Research Design .....	7
1.7 Research Model: .....	9
<b>Chapter Two: Literature Review</b> .....	<b>10</b>
2.1 Overview:.....	10
2.2 Entrepreneurs .....	10
2.3 Entrepreneurship .....	10
2.4 Entrepreneurial Concept: .....	14
2.5 Entrepreneurial Orientation.....	15
2.6 Entrepreneurship Orientation Dimensions.....	15
2.7 The creation and management of Entrepreneurial Organization .....	18
2.8 The Characteristics of an entrepreneur .....	20
2.9 Gender Theory .....	23
2.10 The relationship between Gender and Entrepreneurial orientation:.....	24
2.11 The Role of Gender in Business .....	26
2.12 Women entrepreneurs .....	27
2.13 Constraints faced by women entrepreneurs .....	29
2.14 Female-owned enterprises .....	29
2.15 Motivation to be in business men/women.....	30
2.16 Gender differences in Leadership .....	31
2.17 Women entrepreneurship .....	32

2.18 Summary:.....	33
<b>Chapter Three: Methodology and Statistical Treatment.....</b>	<b>35</b>
3.1 Introduction.....	35
3.2 Methodology.....	35
3.3 Population and the sample of the study.....	36
3.4 Data Collection tools.....	36
3.5 The Research Design.....	39
3.6 Statistical Treatment.....	42
<b>Chapter Four: Results of the Study.....</b>	<b>44</b>
4.1 Introduction.....	44
4.2 Results of the Study:.....	44
4.2.1 Section One: Answering the research questions.....	44
4.2.2 Section Two: Hypothesis Testing.....	53
4.2.3 Section Three: Characteristics of Entrepreneurs.....	69
4.2.4 Section Four: this section is specified for women.....	71
<b>Chapter Five: Conclusion &amp; Recommendations.....</b>	<b>74</b>
5.1 Conclusion.....	74
5.2 Research Implications.....	78
5.3 Managerial Implications.....	78
5.5 Recommendations.....	79
<b>References.....</b>	<b>81</b>
<b>Appendices.....</b>	<b>89</b>
Appendix #1: The Questionnaire (Data Collection Tool).....	89

## List of Tables

Table 3. 1: Frequencies of Sample features .....	37
Table 3. 2: Results of Pearson correlation Matrix paragraphs study tool correlation with the total score of the instrument.....	38
Table 3. 3: results of (Cronbach Alpha): .....	39
Table 4. 1: Mean and standard deviation of males entrepreneurial Orientation (EO) .....	44
Table 4. 2: Mean and standard deviation of female Entrepreneurial Orientation (EO).....	45
Table 4. 3: Means and the standard deviations of statements of the risk-taking dimension were ordered according to its mean values regarding MALES. ....	46
Table 4. 4: Means and the standard deviations for the statements of risk-taking dimension were ordered according to its mean values regarding Females .....	47
Table 4. 5: Mean and the standard deviation of innovativeness dimension statements, ordered according to its mean values regarding Males:.....	48
Table 4. 6: Mean and the standard deviation of statements of innovativeness dimension, ordered according to its mean values regarding Females: .....	48
Table 4. 7: Mean and the standard deviation of statements of proactivity dimension, ordered according to its mean values regarding Males:.....	49
Table 4. 8: Mean and the standard deviation of statements of proactivity dimension, ordered according to its mean values regarding Females: .....	50
Table 4. 9: Means and the standard deviations of statements of competitiveness dimension, ordered according to its mean values regarding Males:.....	50
Table 4. 10: Mean and the standard deviation of competitiveness dimension statements, ordered with its importance regarding Females: .....	51
Table 4. 11: Means and the standard deviations of statements of autonomy dimension, ordered with its importance regarding Males:.....	52
Table 4. 12: Mean and the standard deviation of autonomy dimension statements, ordered with its importance regarding Females:.....	53

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.....	54
Table 4. 14: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of males. ....	55
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.....	56
Table 4. 16: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) for females.....	57
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.....	58
Table 4. 18: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of males .....	59
Table 4. 19: Numbers, means, and standard deviation for the difference of the level of the extent perceptions of entrepreneurial orientation (EO) of males.....	60
Table 4. 20: The results of one-way analysis of variance for the level of the extent perceptions of entrepreneurial orientation (EO) of females .....	61
Table 4. 21: Numbers, means, and standard deviation for the difference of the level of the extent perceptions of entrepreneurial orientation (EO) of females. ....	61
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.....	62
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.....	63
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. ....	64
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. ....	65

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. ....	66
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. ....	67
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. ....	68
Table 4. 29: Common Characteristics (Male).....	69
Table 4. 30: Common Characteristics (Female) .....	70
Table 4. 31: Mean and standard deviation for the questions of the study as ordered with its importance: .....	71
Table 4. 32: Main obstacles faced by women toward being entrepreneur in comparison with men:..	72

## 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