

## Achievement Motivation of Women Entrepreneurs

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### ABSTRACT

*Achievement motivation is an urgent motive to excel in one's personal life. It also includes work for social welfare and influence the environment. Women as an entrepreneur are taking-up various enterprises according to their knowledge, skills. With the passage of years number of women entrepreneurs gradually is increasing. The entrepreneurs require knowledge regarding particular enterprise, marketing and awareness regarding products. With this in view, this study was carried out to explore the level of achievement of 60 women entrepreneurs running boutiques and beauty parlors. For assessing the achievement motivation of women entrepreneurs, Thematic Apperception Test was used with slight modifications. Percentage and co-efficient of correlation was used as a statistical measure. The study showed that majority of entrepreneurs was possessing moderate achievement motivation. The objectivity was limited to the extent of the entrepreneurs' honest opinions. In spite of these limitations, it is hoped that the findings of this study would provide a better insight in preparing the training plan for entrepreneurship development among women.*

**Key words:** Psychological Attributes; Achievement Motivation; Women Entrepreneurs;

Psychologists have noticed that some people have an intense desire to achieve something, while others may not seem concerned about their achievements. This difference is because of degree of achievement motivation. Achievement motivation is defined as the need to perform well or the striving for success, and evidenced by persistence and effort in the face of difficulties. Achievement motivation is regarded as a central human motivation. When a person is motivated to achieve something, he is said to be an achievement motivated person. So Achievement motive is an important instrument for developing/enhancing entrepreneurship among women to make them self-dependent. Though they have to perform multiple roles, even then they are running their enterprise at their own risk. Definitely they are achievement motivated. Achievement motivation has been acclaimed by reputed psychologists of the world. Various psychologists in the world have named and called this motive differently as High need for achievement, Drive and energy, A desire to achieve, Achievement orientation, Achievement orientation and ambitious strong desire for individual achievement.

### METHODOLOGY

Agra division of Uttar Pradesh was selected as the locale for the present study by using purposive sampling. This division comprises of seven districts. Out of which, Agra district has been selected randomly. For the purpose of administration, Agra district was divided into two areas; Agra Urban and Agra Rural. Agra Urban was selected randomly for the present study. According to the requirements and to have balanced distribution of the respondents, the investigator divided Agra city into four zones; North-East zone; North-West zone; South-East zone and South-west zone. Fifteen women entrepreneurs running either boutiques or beauty parlors from each zonal area were selected. Descriptive type of research design was used. For assessing achievement motivation, Thematic Apperception Test developed by Mehta (1976) was used with slight modifications. Achievement motivation includes need for personal achievement, need for social achievement, and need for influence. The scoring was done by using scoring system developed by Mehta (1987). Primary data were collected through interview schedule. Based on the nature of data and relevant information,

percentage and coefficient of correlation were used as a statistical measure.

## RESULTS AND DISCUSSION

Achievement motivation has been judged on the basis of three categories; low, moderate, and high. Women entrepreneurs possessing low attributes were those who were not so much involved, attentive but just survivor to their enterprise. Moderate women entrepreneurs were those doing substantial enterprise and introduce new ideas in their enterprise on calculated basis of success and failure. Women entrepreneurs possessing high attributes were those who were up-to-date to introduce new ideas in their enterprise and place emphasis on innovation rather than totally on profit and loss which is also an important criterion for running an enterprise.

*Achievement motivation among women entrepreneurs* : When the desire for achievement becomes a dominant concern for a person it is expressed in restlessness, driving energy to aim at attaining excellence, getting ahead, beating competitors, doing things better, faster, more efficiently and finding unique solutions to different problems. This need of achievement motivation leads people to become entrepreneurs. Such people with strong achievement motivation set challenges, goals, demanding more efforts and goals, which are possible to attain. Entrepreneurs are not satisfied with automatic success that comes from easy goals nor do they try to do the impossible, they make long range plans and like to get concrete feed-back on how well they are doing, so that their plans can be modified accordingly.

**Table 1. Distribution of entrepreneurs according to their level of achievement motivation. (N= 60)**

S.No	Achievement Motivation	Entrepreneurs	
		No.	%
1.	Low	19	31.7
2.	Moderate	31	51.7
3.	High	10	16.6
	Total	60	100.0

It can be concluded from Table 1. that among the total sample of 60 women entrepreneurs, fifty-one per cent entrepreneurs possessed moderate achievement motivation. They were doing substantial business but had no immediate plans for expansion or diversification. Though they were earning well but were not interested

in expanding their enterprise in the near future. They calculated their success and failure before going for expansion. Motivation among these entrepreneurs meant sustaining and managing their enterprise successfully. Thirty one per cent entrepreneurs showed low achievement motivation. It can be said that they were just surviving. They were on the border line between success and failure, where the slightest pressure on either side could decide their fate. Sixteen per cent entrepreneurs possessed high achievement motivation. They were doing extremely well as they have been running their enterprise for a longer duration. They had become experts in managing their enterprise. They were already in the process of diversification and expansion.

Similar findings have been suggested in few earlier studies. *Nieman and Nieuwenhuizen (1997)*, *Kaur and Bawa (1999)* and *Ayadurai and Sohail (2005)* observed that need for achievement is the best predictor of entrepreneurship and majority of entrepreneurs were motivated by need for achievement.

**Table 2. Percentage distribution of stories scored for respective needs of entrepreneurs for achievement motivation (N=228)**

S. No.	Seven Needs*	Stories	
		No.	%
1	<i>n</i> PA	82	35.9
2	<i>n</i> SA	46	20.2
3	<i>n</i> Inf	46	20.2
4	<i>n</i> PA Inf	18	7.9
5	<i>n</i> PASA	4	1.8
6	<i>n</i> SA Inf	26	11.4
7	<i>n</i> Inf PASA	6	2.6
	Total	228	100.0

\*Seven Needs

- n* PA = Need for Personal Achievement.
- n* SA = Need for Social Achievement.
- n* Inf = Need For Influence.
- n* PASA = Need for Personal-Cum-Social Achievement
- n* PA Inf = Influence Oriented Need for Personal Achievement.
- n* SA Inf = Influence Oriented Need for Social Achievement.
- n* PASA Inf = Influence Oriented need for Personal-Cum-Social achievement.

*Assessing needs of entrepreneurs for achievement motivation* : Need for achievement motivation has been presented in Table 2. Total number of sampled entrepreneurs is 60. Each entrepreneur was given four pictures for judging achievement motivation, which made a total of 240 stories. Out of the 240 stories, only 228

stories were found eligible, which were evaluated. The remaining 12 stories did not possess any imagery so was marked under unrelated imagery. These stories were not considered in analysis as per rules for scoring.

As seen in table, 35.9 per cent of the stories contained need for personal achievement while 20.2 per cent of stories contained need for social achievement and need for influence separately. Eleven per cent of the stories contained influence-oriented need for social achievement. Seven per cent of the stories contained influence-oriented need for personal achievement. Only 2.6 per cent of the stories contained influence-oriented need for personal-cum-social achievement, this was followed by need for personal-cum-social achievement (1.8%).

The correlation coefficient obtained for three single needs and four integrated needs was calculated to understand their direction in respect to each other. The results, seen in Table 3 provided confirmation of the view that the need-states of women entrepreneurs have indeed qualitative differences. The results suggested that need for personal achievement showed negative and significant correlation ( $r = -0.269^*$ ) with need for influence. It means entrepreneurs with a strong imagination for personal achievement were weak in

thoughts for need for influence. Need for personal achievement was not correlated with need for social achievement, need for personal-cum-social achievement, influence oriented personal achievement, influence-oriented social achievement, influence-oriented personal-cum-social achievement. Need for social achievement was not correlated with need for influence, need for personal-cum-social achievement, influence-oriented personal achievement, influence-oriented social achievement and influence-oriented need for personal-cum-social achievement. Need for influence showed significant negative correlation with two integrated needs i.e. influence-oriented need for social achievement ( $r = -0.357^{**}$ ) and influence-oriented personal-cum-social achievement ( $r = -0.268^*$ ). It means entrepreneurs with a strong imagination for influence had less extent of thoughts for two integrated needs; influence-oriented need for social achievement and influence-oriented personal-cum-social achievement. Need for influence showed no correlation with two integrated needs; need for personal-cum-social achievement, and influence-oriented need for personal achievement. Inter-correlation among the four integrated needs yielded some interesting findings. The integrated need for achievement, containing both personal and social

**Table 3. Inter-correlation matrix among the seven needs of women entrepreneurs (N = 228)**

Needs	n PA	nSA	nInf.	nPASA	nPAInf	nSAInf	nPASAInf
nPA	—						
nSA	-0.245						
nInf	-0.269*	-0.122					
nPASA	-0.091	-0.076	-0.230				
nPAInf	-0.089	-0.147	-0.222	-0.018			
nSAInf	-0.188	-0.128	-0.357**	+0.002	-0.109		
nPASAInf	-0.005	-0.072	-0.268*	+0.077	-0.100	+0.095	—

\* =Significant at 5% level of significance.

\*\*=Significant at 1% level of significance.

achievement goals showed no correlation with the three integrated needs i.e. influence-oriented need for personal achievement, influence-oriented need for social achievement, and influence-oriented need for personal-cum-social achievement.

The integrated need for influence oriented personal achievement showed no correlation with two integrated needs i.e. influence oriented social achievement and influence oriented personal social achievement. The integrated need for influence-oriented social

achievement showed no correlation with influence oriented personal-cum-social achievement. Thus, the results showed that all the four integrated needs were qualitatively different in nature from the individual needs. Persons, high on such needs, were therefore, likely to behave differently in given situations.

Table 4 showed the variation in articulation of the sub-categories. The first noteworthy information is that, on the whole, verbalization of the hope of success tendency was more than social action and much more

than of the vigilance tendencies. Of the three, the least expressed was the vigilance tendency. In fact, it was the weakest among the seven sub-categories with only 11.8 per cent of the eligible stories showing it. Hope of success tendency was found the most in stories scored for individual need for personal achievement and integrated for personal-cum-social achievement. It was found to be the lowest in the stories scored for the individual need for influence. It was interesting to note that this optimistic tendency of entrepreneurs was associated more with single need for personal achievement and least with the need for influence. This behavioural characteristic of personal achievement motivation was further boosted when it got integrated

with need for personal-cum-social achievement. In respect to the social action tendency, this was found to be maximum in the stories scored for individual need for social achievement as well as for integrated need for influence-oriented personal-cum-social achievement. It was found to be the minimum in the stories scored for the individual need for personal achievement. Among the needs, entrepreneurs motivated by the need for social achievement showed a much greater social action than those motivated by the need for personal-cum-social achievement. This behavioural characteristic of social achievement was further boosted when it got integrated with influence-oriented personal-cum-social achievement thoughts. The vigilance tendency was

**Table 4. Percent age distribution of stories given by entrepreneurs [scored for respective needs] showing various sub-categories. N = 228**

Sub-categories	Needs							Total*
	nPA	nSA	nInf	nPA Inf	nPA-SA	nSA-Inf	n Inf-PASA	
Personal Action (AP)	86.6 (71)	19.6 (9)	39.1 (18)	50 (9)	50 (2)	26.9 (7)	66.7 (4)	52.6 (120)*
Social Action (AS)	13.4 (11)	82.6 (38)	80.4 (37)	55.6 (10)	75 (3)	88.5 (23)	100 (6)	56.1 (128)
Anticipated Action(Aa)	46.3 (38)	36.9 (17)	43.5x (17)	33.3 (6)	75 (3)	73.1 (19)	100 (6)	47.8 (109)
Strength (S)	26.8 (22)	28.3 (13)	28.3 (13)	27.8 (5)	50 (2)	46.2 (12)	50 (3)	30.7 (70)
Hope of Success (HS)	90.2 (74)	67.4 (31)	63.0 (29)	77.8 (14)	100 (4)	65.4 (17)	66.7 (4)	75.9 (173)
Social Awareness (AW)	12.2 (10)	41.3 (19)	36.9 (17)	38.9 (7)	75 (3)	53.8 (14)	83.3 (5)	32.9 (75)
Vigilance (V)	6.1 (5)	13.0 (6)	8.7 (4)	11.1 (2)	50 (2)	23.1 (6)	33.3 (2)	11.8 (27)
Total number of eligible stories	35.9 (82)	20.2 (46)	20.2 (46)	7.9 (18)	1.8 (4)	11.4 (26)	2.6 (6)	702 (228)

Note: Figures in parentheses are the number of stories.

Total\* = Total number of categories in eligible stories

\*\* Total number of sub-categories found in eligible stories

$\chi^2 = 112.17$  \*\* (Significant at 1% level of significance) d.f. = 36,

#### Seven Needs

n PA = Need for Personal Achievement.

n SA = Need for Social Achievement.

n Inf = Need For Influence.

nPASA = Need for Personal-Cum-Social Achievement

n PA Inf = Influence-Oriented Need for Personal Achievement.

n SA Inf = Influence-Oriented Need for Social Achievement.

n PASA Inf = Need for Personal-Cum-Social achievement along with influence or Influence- Oriented need for personal cum social achievement.

found the most in the stories scored for individual need for social achievement and integrated need for personal-cum-social achievement. It was found to be the lowest in the stories scored for the single need for personal achievement. Among the entrepreneurs' need, entrepreneurs motivated by the need for social achievement showed a much greater vigilance tendency than those motivated by the need for personal achievement. This behavioural characteristic was further boosted when it got integrated with influence oriented personal-cum social achievement thoughts.

As seen in Table 5, the correlation coefficients obtained for seven sub-categories were calculated to understand their direction in respect to each other. The results suggested that personal action tendency showed

negative and significant correlation ( $r = -0.287^*$ ) with social action tendency. It shows that entrepreneurs with a strong tendency for personal action were weak in tendency for social action. While tendency for personal action was not correlated with tendencies for anticipated action, strength, hope of success, social awareness and vigilance. Tendency for social action showed positive and significant correlation ( $r = +0.320^*$ ) with strength. It shows that entrepreneurs with strong tendency for social action were also strong in tendency for strength. Tendency for social action was not correlated with the tendencies for anticipated action, hope of success, social awareness and vigilance. Tendency for anticipated action showed positive and significant correlation ( $r = +0.372^{**}$ ) with social awareness. It showed that

**Table 5. Inter-correlation matrix among the sub-categories of seven needs of women entrepreneurs (N=228)**

Sub-category	Ap	As	Aa	S+	Hs	Aw	V
Personal Action (Ap)	--						
Social Action (As)	-0.287*						
Anticipated Action (Aa)	-0.053	-0.119					
Strength (S+)	-0.013	+0.320*	+0.118				
Hope of Success (Hs)	+0.036	+0.160	+0.059	+0.153			
Social Awareness (Aw)	+0.078	+0.181	+0.372**	+0.297*	+0.229		
Vigilance (V)	-0.014	+0.052	+0.218	+0.124	+0.383**	+0.384**	-

\* Significant at 5% level of significance

\*\* Significant at 1% level of significance.

entrepreneurs with a strong tendency for anticipated action were also strong in tendency for social awareness. While tendency for anticipated action was not correlated with the tendencies for strength, hope of success and vigilance. Tendency for strength showed positive and significant correlation ( $r = +0.297^*$ ) with social awareness. It showed that entrepreneurs with a strong tendency for strength had also showed tendency for social awareness while tendency for strength was not correlated with the two remaining tendencies viz.; tendency for hope of success and tendency for vigilance. Tendency for hope of success among entrepreneurs showed positive and significant correlation ( $r = +0.383^{**}$ ) with the tendency for vigilance. It shows that entrepreneurs with a strong tendency for hope of success were also strong in tendency for vigilance while tendency for hope of success was not correlated with the tendency for social awareness. Social awareness tendency among entrepreneurs showed positive and significant correlation ( $r = +0.384^{**}$ ) with vigilance. It shows that entrepreneurs with a strong tendency for

personal social awareness possessed tendency for vigilance to a greater extent.

## CONCLUSION

Entrepreneurial achievement motivated women evidenced a significantly higher rate of advancement in their enterprise as compared to others. It is applicable in case of women entrepreneurs. They were doing substantial enterprise. They had wish to ride up the ladder of success and make their own identity not to fall short. So initially they started their enterprise for personal achievement and secondly for social achievement and influencing environment. These women were not only socially aware but were taking anticipatory actions for satisfying customers' demands also. In such a way their enterprise may always sustain in market. For making it so, they were keeping themselves up to date and taking their decision themselves, and it provided strength in their entrepreneurial activity. They are responsible for profits and losses. It warns them to be vigilant and gives them

possibilities of being successful. As a result, entrepreneurs were possessing moderate achievement and risk taking willingness. This indicates that they were real entrepreneurs not gamblers/losers and they are moving slowly and steadily to be the winners in entrepreneurial world. The findings of this study will help the administrators, trainers, and policy - makers

while planning programmes. The new researchers will be benefited by including various aspects, which have not been considered by present or previous researchers to study entrepreneurship

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