



THE MOTIVATIONAL FACTORS OF FINNISH WOMEN TO BECOME ENTREPRENEURS

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Abstract <p>The purpose of this thesis was to research the motivation of Finnish female entrepreneurs and the reasons why they have become one. This study also seeks to demonstrate the link between former scientific research and the practical examples reviewed in this thesis.</p> <p>The main weight is put on the following themes; general motivation theories, basic concepts of entrepreneurship as well as issues related to female entrepreneurship in the Finnish society. The results in this research indicated that the main motivational aspects within these two case examples arise from the feeling of freedom, self-fulfilment and independence. These aforementioned issues are highly comparable to what has been studied in the light of former research.</p> <p>My thesis provides a practical example of the attitudes and viewpoints of the two female entrepreneurs working in the centre of Jyväskylä. Furthermore, it presents a deeper insight into entrepreneurial values to work and continue as entrepreneurs. Finally, this dissertation focuses on the suggestions for improvements to support female entrepreneurs in a better way.</p>		
Keywords Motivation theories, entrepreneurship, Finnish female entrepreneurs, attributes of an entrepreneurs, freedom, self-fulfilment, challenges, qualitative research.		
Miscellaneous		

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1 INTRODUCTION

This century's set of values appreciates individuality and professionalism and highlight's entrepreneurial activities. To create jobs through entrepreneurship is an alternative for many workers and furthermore, it is a way for the society to reduce unemployment. In addition, female entrepreneurship has been brought into light in various ways nowadays.

Along with the decision makers, the media has shown an interest towards female entrepreneurs. This change in attitudes has created a more optimistic and further positive atmosphere regarding female entrepreneurs. This study is assigned to improve the understanding toward female entrepreneurship. Kovalainen (1993) has made a statement that the future trend is already taking place towards a more visible female act in the economic development. The increase of entrepreneurial female activity can also be noticed through the progresses of different support centres in different areas of Finland, concerning female entrepreneurship. Centres such as "WoMan Ry" and "naisyrittäjyyskeskus" are examples of development centres that work to increase the development of female entrepreneurs. Research outcomes regarding female entrepreneurship reveal that the women's motives arise mainly from personal growth. In addition, statements have been made that woman's depleted motives and disability to set and reach goals compared to men, has a negative impact concerning their entrepreneurial position. However, modern research indicates that the scientists of science have accomplished a more or less shared understanding that the motives relating to entrepreneurial behaviour of men and women differs from one another. The entrepreneurial culture in Finland assigns a split belief according its efficiency. The research attempts to improve the understanding regarding the Finnish women's motivation toward entrepreneurship in Finland.

The significance of female entrepreneurs is increasing despite unenthusiastic attitudes towards entrepreneurship among women. According to studies it is a reflection of the changes occurring in our society concerning the attitudes towards entrepreneurship in general. The work of Finnish female entrepreneurs has suffered a lack of attention in entrepreneurial studies. In this research the objective is to observe the factors that motivate women to become and continue to work as entrepreneurs.

1.1 Research Objectives

The purpose of this research is to enhance the understanding towards female entrepreneurship. The second goal is to come across what motivates these women to work as entrepreneurs. A third goal is to examine their attitudes concerning entrepreneurship. The overall aim with this research is to widen the ability to comprehend the motivation of Finnish female entrepreneurs.

This Bachelor's Thesis is divided into different sections. The first part consists of the introduction and points out the aim of the research and furthermore the research questions. The second section emphasizes on entrepreneurship and third motivation theories. The fourth section presents what motivates women to become entrepreneurs in the light of former research. The fifth part illustrates how the research was implemented, target group choice as well as the analysis of the results. In section six a discussion part has been drawn based on the interviews and it reflects the result in the light of theoretical research. Finally, different suggestions for the future have been established in the conclusion and discussion part.

1.2 Research Question

The purpose of the research is to improve the understanding towards the motivating factors that affects women to become entrepreneurs. In order to back up the research question, more detailed interview questions were carried out. The main research question for this bachelor's thesis is:

- What motivates Finnish women to become and work as entrepreneurs?

Questions related to empirical part are for example the following:

- What motivates women to continue as an entrepreneur?
- In what way have the women' attitudes towards entrepreneurship been affected during their time of experience within the field, within the last two years?
- What are the qualities needed for a female woman to set off and carry on as an entrepreneur?
- What do the women themselves consider to be the motivating factors for women to become entrepreneurs?

1.3 Methods

This study consists of the theoretical research and the empirical research. The theoretical research was prepared by gathering written literature regarding entrepreneurship in general as well as female entrepreneurship in Finland. In addition, literature was collected about motivation theories. Examples of the written literature used in this research are authors such as Elisabeth Muir and Karyn Loscocco. The main web pages used are the pages of the national ministry. See research plan: figure 1.

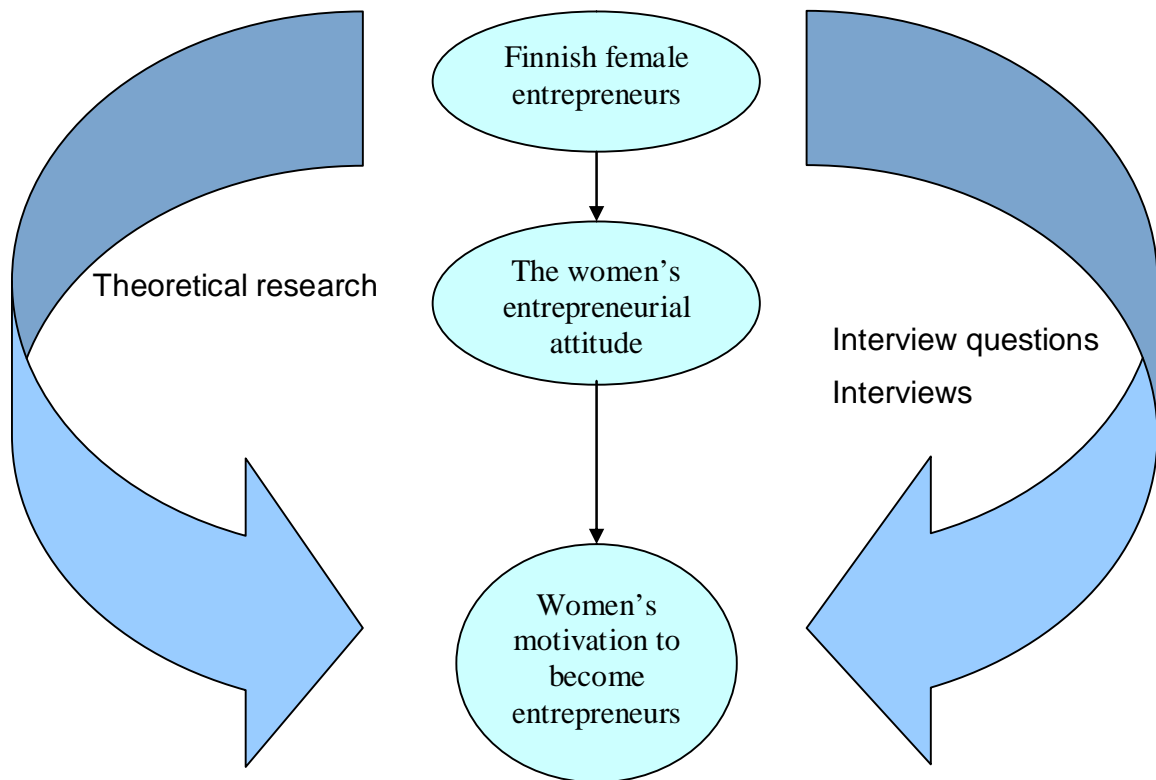


Figure 1: Research plan

The empirical research plan consists of qualitative methods. The intention for assigning a qualitative study is to answer questions such as why, how, what and where (Koivula, Suihko, Tyrväinen, 1996,13). Qualitative research is in general achieved through research and observation. Furthermore interview questions were constructed regarding the interviews with the entrepreneurs. In order to get below the surface of the interviewees, a deep interview method was used. A deep interview progresses principally through the conditions of the one being interviewed (Koivula, Suihko, Tyrväinen 1996,39). The first measurement for the qualitative study information collection, which occurs in real-life situations, is the nature of the qualitative study. (Hirsijärvi, Remes, Sajavaara 1997, 161-165.) A pilot interview was used to describe real-life situations, which includes the fact that reality is complex. To access practical experience, a pilot interview was carried out with an entrepreneurial friend of the researcher. Through the pilot interview valuable experience was attained in order to improve the skills and essential comprehension needed for the forthcoming significant interviews.

The selection of the study sample was to interview women who own and work in their own companies. The location of both companies was in the Jyväskylä centre. It was a significant aspect that both of the entrepreneurs businesses were positioned in the same business segment and district. That way the results would not fluctuate as a consequence of dissimilarity due to the characteristics or locality of the enterprise. Currently Jyväskylä centre does assign three specialised entrepreneurs within the field of female underwear. In this study the qualitative research consists of two of the three potential participants. The two participants do both own and work in their own companies. Interview questions have been formed for the participating female entrepreneurs in Jyväskylä as a base for the qualitative research.

The chosen method for reaching the information needed was constructed through an individual deep interview with each participant. The notable characteristics of the enterprises was not taken in consideration when conducting the questions and planning the interviews. Statistical results from the interviews have been received by using a tape recorder during the interviews and the analysis of the recorded material.

2 ENTREPRENEURSHIP

Entrepreneurship in theory has many stages in our history. As a concept entrepreneurship was developed in France during the 1700-century (Drucker 1976,31; Huuskonen 1992, 34; Kets De Vries 1977, 34; Kyrö 1998,8). The birth of entrepreneurship has according to Kyrö, its roots in “the ideas of civilisation, feudalism and in the fall of colleagues” along with the industrialisation that followed. The industrialisation and the industrialized countries create an atmosphere where the importance of entrepreneurial principles has been built up. The explainers and describers of entrepreneurial science are found from that time era.”

Kovalainen (1993,55) thinks that it is rather complicated to characterize the concept of an entrepreneurial attempt though this kind of creative strength of character as an observable fact can be approached from various bases. The definitions can be separated into categories. These categories are concentrated towards psychological, sociological and financial definitions. Most commonly entrepreneurship is attached to the establishment of small or new firms.

In Paula Kyrö's (1998,48) book "Yrittäjyyden tarinaa kertomassa" she explains entrepreneurship as following. "Entrepreneurship is a phenomenon that is linked together with transformation". The need to illustrate the term entrepreneurship arises when the outcome of an activity is no longer foreseeable.

Entrepreneurship is an activity based on the individual or the individual's ability and creativeness with a financial or general activity as an outcome of it. Entrepreneurship or entrepreneurial activity increases ones standard of living by creating work, produce goods or services and this way increases the well being of the society. (Kyrö 1998, 48.)

However, not every new firm represents entrepreneurs or entrepreneurship. According to Huuskonen (1992,35) an entrepreneur can also be seen as a person who has luck in ones career. These jobs are usually seen as money that has been earned through a dishonest way. English language experts link the word entrepreneur to small new businesses firms while Germans links it to power and fortune. *Unternehmer* is a translation of the English word entrepreneur. In the German language it is a person who both owns and runs a business. In English the word would mean owner-leader. It is primary used to depose a "boss" who also owns the business from a "professional worker". In addition the word entrepreneurial is associated with innovation, flexibility, growth direction, risk taking and creativity. (Kets De Vries 1937,37-38; Drucker 1986, 34.)

The previous descriptions illustrates that there is no exact or correct definition of the word entrepreneur. The meaning of the word appears to vary depending on which angle it is being approached from and who is observing and how.

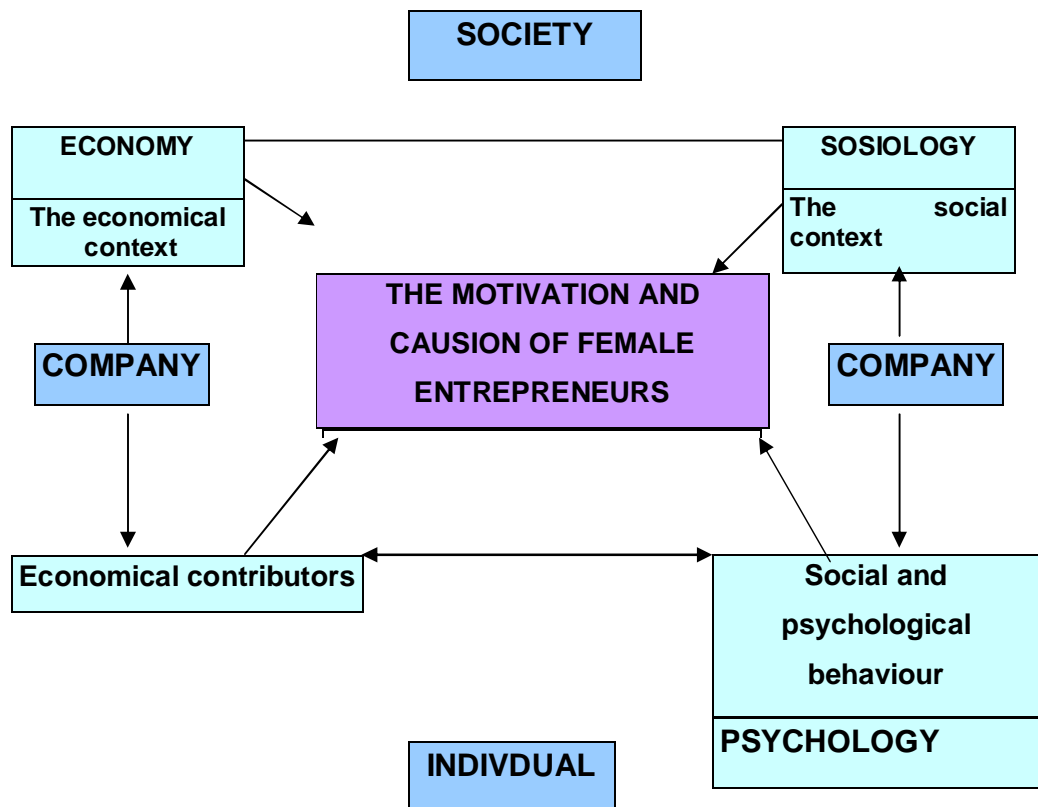
However, these different angles increase our comprehension of entrepreneurship. It also improves our understanding of its nature and character.

2.1 Female Entrepreneurs in Finland

Individuality, self-belief and entrepreneurship are factors that can be associated to this century. Self-employment through entrepreneurship is one way to ease the unemployment rates. Female entrepreneurship has as well been brought into light in various ways. Statistics and facts concerning the motivational behaviour of the individual to become an entrepreneur have been studied further more and general theories have been developed.

There has been an increasing interest towards female entrepreneurship in Finland during the last years. Therefore has the amount of studies and research concerning this specific topic been of much interest for the finish society to develop.

We can better comprehend the objective of this study through the model below (picture 2). Throughout the picture we can distinguish the motivation and activities of the female entrepreneurs through different sciences (economical, psychological, social). The model is a combination of Peltosen and Ruohotien (1987,106), Huuskonen (1992, 164), as well as Ducheneaut'e (1997, 45) viewpoints for selecting to be and working as an entrepreneur. In the means of economical science female entrepreneurs are being observed as economical contributors in an economical surrounding. Furthermore, the social context and the society's attitude toward female entrepreneurs are reflected in the light of through social science. Within the inner social network the influence is considered through the social support and values. From the outer society we can comprehend the attitudes of the government and political forces towards female entrepreneurship.



PICTURE 2. The Women's' entrepreneurial motivation and function in the society (Tilastokeskus, 1998).

Female entrepreneurs can be looked as a goal-orientated individual, who throughout her activities commits her self to the society. In addition, her personal beliefs and values intervenes whit the way she experiences the society.

(Marjosola, 1979, 53; Salo 1993, 30.)

3 MOTIVATION THEORIES AND ENTRREPRENEURSHIP

Motivation is a complex, conceptual process system which actions have been described with the aid of different learning swots. Motivation is said to be the prerequisite for all actions. The action for becoming an entrepreneur is consequently entrepreneurial motivation, which consists of entrepreneurial attitudes. By measuring different motivation theories and attitudes it is possible to

receive an image and understanding of the preconditions of becoming a possible entrepreneur. Motivation theories create a foundation for entrepreneurial behaviour. (Huuskonen, 1998, 91.)

Motivation can be classified as an individual's mental state, which is attached to a certain situation and thus motivation indicates the direction of individual's functions. Whilst analysing motives and motivation, we are searching for particular reasons for one's behaviour. Reasons such as why we are behaving a certain way. Answers for these questions seem to be dependent on the values related to society, schools or specific field of science and it is worth noticing that motivation might consists of several individual motives. In the case of certain occasions there might be several forces linked to the action; for example entrepreneurship may be supported at the same time by performance motive and desire for power. (Peltonen 1985, 198; Ruohotie 1998, 36-38.)

According to Peltonen and Ruohotie (1987, 102), several researches give the impression that the main part of the motives can be applied to instrumental motives (i.e. entrepreneurship is a way to make one's living), expressive motives (entrepreneurship feeds emotions, entertains and gives value), and personal growth motives (enhanced skills, mental progress as a human). Peltonen (1985, 105-108) argues that human needs may be the reasons for motives, but the roots may lie elsewhere as well. Motive can also derive from social norm, external idea, reward or situational change. Needs are a group of different motives and they can be divided into three levels i.e. need for sustain, need for joining and need for growing. Needs for sustain basically includes the basic needs such as the satisfaction of hunger, thirst, sexual needs and safety needs. Relationships with important people, mental support, love, and desire to help or compete are aspects of the category "need for joining". Need for a growth is something related to oneself and thus it has elements such as independence, self-fulfilment or need to perform. (Ruohotie 1998, 51.)

Huuskonen (1989, 89) emphasizes that the perceptions from the environment make an individual to establish attitudes and beliefs. These aforementioned again

measure the image that for example an entrepreneur has of entrepreneurship. Positive beliefs seem to lead for a positive attitude, and vice versa. The sources for different beliefs or attitudes might derive from personal perceptions and images, or external inputs. (Huuskonen 1989, 89.) It is worth noticing that beliefs then again are rather subjective perceptions and may vary a lot according to different individuals.

If one compares attitudes and motivations, it is possible to state motivation being related to the situation, whereas the attitudes are relatively stable, longer term and slowly evolving. Motivation, instead, is seemed as rather short term and it is usually attached to a single occasion at a time. An attitude seems to have more influence on the quality of the action and it is a way for an individual to evaluate and deal with the environment. Thus if a person feels success in certain field, he or she is more likely to have a positive attitude towards it, and will most likely have more efforts and is willing to improve him/herself in that sense. (Ruohotie 1998, 42.)

3.1 Maslow's Hierarchy of Needs

A human can be forced to do something but he or she can never be forced to want doing it. A will is born inside human and motivation is the internal force that makes the human to function. The most well known motivation-related-theories are for example Abraham Maslow's hierarchy of needs, in which the needs are categorized as hierarchical relations. There are physiological needs, social needs, respect needs and need for self-fulfilment. A higher need class is only activated when the needs of a lower level have been satisfied. The lowest level of this hierarchy consists of physiological needs and the highest contain self-fulfilment, acknowledging and understanding. (Timpe 1986, 25-34; Peltonen & Ruohotie 1987, 97-103.)

Maslow's theory is criticised due to the fact that the hierarchy is not necessary relevant in a sense that according to some scholars, sometimes it is possible for a person to access higher levels without having fulfilled the lower ones first (Kuusinen 1995, 196). Artists, politicians or athletics may be examples of these people. However, Maslow's theory has received credits because he was able to show that others than biological needs also guide peoples' functions.

3.2 Herzberg's Two-Factor Theory

Herzberg's two-factor theory deals with so-called circumstance and motivational factors. This theory of his attaches working and certain needs together by defining the needs that can be satisfied with good performance. The main hypothesis in Herzberg's theory is the fact that satisfied factors motivate effective performances, whereas dissatisfied factors do not. Two-factor theory illuminates two basic dimensions for work, which are the work's external circumstances and the work itself. An entrepreneur may be dissatisfied with the external circumstances i.e. hierarchical constructions, but he can be satisfied with the job itself. On the other hand, a person might be happy with the environment and the ambience of the work place but job motivation and results may be non-encouraging. (Peltonen 1985, 34.)

Motivational factors that create satisfaction may be achievements, rewards, responsibility, progress or mental growth. Factors that cause dissatisfaction on the other hand are the lack of control and guidance, status and safety. Based on this, it can be said that challenging, variable and interesting job motivates effectively the worker. (Kuusinen 1995, 69.) Herzberg applied his two-factor theory particularly on studying work motivation within the employees, so thus it might not be directly applicable to entrepreneurship motivation.

3.3 McGregor's Theory

A theory of McGregor's divides people straight on two groups. McGregor's X and Y theory are based on human concepts, in which people are originally highly lazy workers, or then they have a natural desire towards working and trying. Thus a person is willing to work only because he is "forced" or he lacks something, or on the other side his perceptions of working and motives derive from own positive desires to work and perform. Peltonen and Ruohotie (1987, 102) acknowledge that motives may be divided on instrumental motives, expressive motives and mental growth motives. Entrepreneurs particularly, seem to have expressive motives (independence, individuality, job satisfaction) as dominant ones. In addition, mental growth motives, which are desires to improve one's own ideas, innovation, creativity, are also attached to entrepreneurship. Instrumental motives seem not to be the main motives often in this context.

3.4 McClelland's Theory of Needs

Human needs are attached towards life's concrete plans, e.g. work, education, family etc. Plans and goals reflect values and when the results from certain actions or processes change the goals, the change pressures also target the values. Achievement motivation theory also emphasizes value complex which seems to have a direct contact on successful entrepreneurship. According to McClelland, a high desire for perform is a common characteristic for entrepreneurs. Its appearance features are the desire for self-fulfilment, success and the will to take responsibility of one's own actions. Risks are calculated and there is a need to have straight and concrete response from any sorts of results. Additionally, for this characteristics it is natural to set rather strict timelines, and encourage oneself to innovative action. (Peltonen 1985, 34; Peltonen & Ruohotie 1987, 101; Kovalainen 1993, 68-69.)

4 THE MOTIVATION OF FEMALE ENTREPRENEURS

According to researchers women do not establish their businesses on industrial, in other words, masculine fields (Kovalainen, Simonen 1996, 186; Kovalainen 1993, 139). In many cases female entrepreneurs do not seem to possess the will towards growth, nor do they take great financial risks. Women base their business on feminist field such as service sectors and businesses that are traditionally viewed as women's business. Many times female entrepreneurs leave their previous professions due to frustration and the excitement towards new business, instead of experience. This makes the transaction more difficult for women than for men. On the other hand the researches are in contradiction, since women seem to base their business on the field where they have experience and professional skills. (Cromie 1987; Duchenaut & Orhan 1998; Muir 1999; Mallette & McGuinness 1999.)

There are also explanations for women's success or failure in entrepreneurship. Researchers demonstrate that women many times start their business in smaller scale and they tend to maintain in such way. There are not many risks and the business idea is many times more unclear than men do, in the beginning phase. Women also have less leadership experience than men. It has been studied that men use more financial resources in their businesses, whereas women rely on their own assets and savings, or personal loans. Another feature that separates men and women in this context is the fact that male entrepreneurs receive their support primarily from external experts when the female emphasize the support of their spouses, family and friends. (Cromie 1987, Duchenaut, Orhan 1998, Muir 1999; Mallette, McGuinness 1999.)

Different typologies show that there are different female entrepreneurs depending on the entrepreneurial attitude and different blend of motivation and when entering the world of entrepreneurship, women seem to obey their own functions

and role models (Hajba 1985, 20; Hajba 1986, 3). Hajba (1986,1) also divides the female role models into four different models. These are woman as a giver, woman as traditional entrepreneur, woman as settler and woman as a new entrepreneur. The most important message in these role models seems to be the fact that one is able to see psychological, social and financial barriers for entrepreneurship. In one of the most important psychological barriers there are role stereotypes. This includes such feminine characteristics that are not essential for masculine-type of entrepreneur. In a stereotyped female image, a woman is described as varying, unreliable and intuitive actor.

4.1 Features of Female Entrepreneurship in the Light of Former Research

There seem to be several indicators showing that the amount of female entrepreneurs is increasing due to the fact that the service and trade field give the impression to be rather female-dominated areas. Small businesses seem to be important from the areal development's point of view. They can base their establishment in the local or regional market area. It is possible to measure the female entrepreneurship in the means of statistics. According to Tilastokeskus, in 1997 there were 322 000 businesses of which 105 000 (i.e. 33 per cent) consisted of female entrepreneurs. In the same year the share of female employees in different sectors was divided as following; social services 92 %, health care 85%, accommodation and nutritional field 71%. (Tilastokeskus, 1998.)

The importance of female entrepreneurs has increased during the last centuries as well as their significance. This is the situation for entrepreneurs within considerably small companies. The total employment share of small businesses nowadays is nearly 60%, while comparably 10 years ago it was less than 50%. Small size companies provide jobs for nearly 780 000 people which is about 40%

of all the jobs in Finland. About 60 % of the workplaces consist of the companies within the trade and healthcare sectors.

Especially the position of small size companies (staff below 10 people) as employers has developed during the last years. Companies who have a staff amount below 10 employers employs about 340 000 people. More than a half of all the small size companies are “a one-man company”. (Valtioneuvoston elinkeinopoliittinen selonteko 1999.)

The various working fields seem to indicate that the amount of female entrepreneurs has been increasing. Hence the business and healthcare sectors are female orientated markets. Small companies tend to have an important factor in a developing point of view. Small companies can start their activities in the local or regional markets. In addition, their ability to locate all around the country gives opportunities to supply rather unsuccessfully developed regions with work opportunities as well. For example, small companies are significant to the development concerning the working opportunities in the countryside regions. (Tilastokeskus 1998, 47.)



PICTURE 3, The division of sexes in different fields of businesses (Tilastokeskus, 1998)

4.2 Attractive Factors of Becoming an Entrepreneur

4.2.1 Independence

Independence describes the woman's ability to be her own leader, freedom to plan her own use of time, take responsibility and control her own life. Researches indicate independence as one of the main motives for female entrepreneurship (Cromie 1986, 255). Researchers seem to agree with the fact that there are no divisions for this motivational feature in sexes or cultures. Control of one's own life reflects one's own beliefs of choosing his/her own life and control their actions. People, who feel they control their life internally, believe that life in general is controlled by their own actions, functions and abilities. Another example of different representative is those who believe in faith, luck or chance and thus they feel they are controlled some external force or more powerful person. (Niittykangas & Tervo 1996, 133; Duchenaut 1997, 46.)

Independence is also attached to values. Individual's values affect on attitudes and the worldview in general, and via this to behaviour. The reach for independence is according to several motivational researches the most important reason to establish an own business. (Duchenaut 1997, 46; Muir 1999.)

4.2.2 Self-fulfilment

Self-fulfilment derives from the assumption that becoming an entrepreneur a woman could change for example a long uncomfortable situation better for herself (Huuskonen 1992, 105). The need to reach something has been noticed to be an important factor among the successful male and female entrepreneurs. As McClelland assumed, the need for achieve or reach something is a psychological factor. According to him, a high desire for achievement is a typical characteristic for entrepreneurs. They are willing to succeed and take personal

responsibility. This context is also linked with the issue of high self-confidence and optimism. Self-homing female seems to be performing better in her task, as she also has been noticed of coping better stress and being more satisfied in her job. (Hajba 1985, 8; Cromie 1986, 259; Duchenaut 1997, 46.)

4.2.3 Attributes of an Entrepreneur

Entrepreneur theories many times state the entrepreneurial attributes as being leadership, positive self confidence and the ability to take risks. Researches seem to agree that these features are common for both male and female entrepreneurs. When an individual possesses leadership abilities he/she is able to encourage and ensure the others. An entrepreneur who has a positive self confidence is more likely to see situations as opportunities and choices. It seems that entrepreneurs rely on their own abilities and cope with situations where they have a personal responsibility of the possible outcome. In order to be successful they need their optimism and self confidence. The ability to take risks has been regarded as an essential feature of entrepreneurship. Taking risks is believed and encouraged because there are always sorts of risks related to entrepreneurial behaviour. (Duchenaut 1997, 47; Huuskonen 1992, 60; Carland & Carland 1994, 69.)

It seems that a woman who is striving from entrepreneur risks her financial well-being, career, family relations and mental well-being. Should a female entrepreneur fail her business, she might face the problem of not getting job and losing the money she placed for the business. It is also likely that in the case of failure the husband and the children might suffer from psychological distance, which again causes stress for the female entrepreneur. Thus failing in business might lead to the feeling of her failing as person. (Duchenaut 1997, 47; Huuskonen 1992, 37.)

4.2.4 Income

For a woman to increase her income by becoming an entrepreneur there are two reasons; to add and secure the family income in addition to her husband's salary. This motivator may also be a repulsive action if the case is that entrepreneurship is the only way to secure the financial issues of the household. Another reason seems to be the desire for financial independence. Nowadays the younger female generation wants to indicate its independence and individuality by taking care of their financial issues by themselves. (Duchenaut 1997, 47; Mallette & McGuinness 1999.)

4.3 Repulsive Factors of Becoming an Entrepreneur

4.3.1 Inadequate family income

One key element or a "pushing" factor towards entrepreneurship may be a weak financial situation inside a family. This motivational aspect might also be an attractive element in the case where a woman wishes to achieve more income to the family or her. (Duchenaut 1997, 48.)

4.3.2 Dissatisfaction towards wage work

Empirical studies demonstrate dissatisfaction towards wage labour as being one of the most important motivational factors for female entrepreneurship. Difficulties in finding a proper and satisfied job is especially for younger women one of the reasons for becoming an entrepreneur. Dissatisfaction derives from the fact that an entrepreneurship might be the solution depending of the current state of the work ambience. Should a woman lose the importance in her work, she may find

her thinking and emotional life separated from her environment. (Due Billing 1996, 157; Loscocco 1997, 203.)

4.3.3 The difficulty in receiving job

It seems that many times women need to strive for entrepreneurship due to different negative aspects. These are dissatisfaction towards their current jobs, frustration, unemployment and non-progress. Self-employment has been seen to offer a better career possibility and a better income level as regular work under someone's payroll. Leaving a housewife role after several years may bring together difficulties in finding a job, since after taking care of the children and the house specific professional skills might have forgotten. Then again working full-time might be difficult if the children are still young. This way entrepreneurship may be a good choice if a woman can combine home and work. Kovalainen 1993, 78; Duchenaut 1997, 50.)

4.3.4 An alternative for unemployment

Due to difficult financial situation several women may be forced to self-employ themselves with the aid of entrepreneurship. Therefore starting an own business is the only way to make one's and the family's living. Unemployment both attracts and pushes women towards entrepreneurship.

4.3.5 The possibility for time management

According to empirical studies this aforementioned reason is for women one of the most important motivational factor for entrepreneurship. Especially for female entrepreneurs, family and working for own company are more attached together

than with women who work traditional work. (Kovalainen 1993, 76; Duchenaut 1997, 48.)

Then again, working as this sort of “superwoman” uses woman’s resources and requires stamina. In the case of female entrepreneurs this appears in the lack of own time, which usually means there is no time for the family and most of all for oneself. This is probably one of the reasons for the fact why there are so many women as part time entrepreneurs. Usually this option allows women to have more spare time for themselves and the family. Even though a business is important for them, it is not worth sacrificing family. (Kovalainen 1993, 73-77.)

The society seems to demand women to take maternal role, and this then again seems to lead dissatisfaction and frustration in working life, whereas men would seem to be the ones who bring the money to the family. It seems that the differences in male and female entrepreneurship derive from social factors, instead of natural characteristics of male and female. (Duchenaut 1997, 50.)

5 THE IMPLEMENTATION OF THE RESEARCH

5.1 Research Method

The feature of the research in question is a qualitative one. The data analysis has been observed accordingly to this case study. The common features of qualitative research according to Hirsjärvi, Remes, Sajavaara (2004, 155) are for example the following:

- The acquisition of information is comprehensive meaning that the data is gathered from natural and real life situations.
- Using people as instruments of the source of information is encouraged

- The researcher relies on one's own perceptions and inductive analyses are used among the interviewees. The outset is to find investigate details of the material, instead of testing theories or hypotheses.
- The target group is not chosen randomly but on purpose.
- Each case is studied as a unique one and the material suitably.

(Hirsjärvi et al. 2004, 155)

This research is a case study. As Hirsjärvi et al. (2004) demonstrate in their book, the characteristics of a case equal an experimental approach that highlights detailed intensive information from a single case or from small, related groups of cases. An example can be a case where the interest is focused on a process. The incidents are studied in its relation to the environment and the material is gathered by using several study methods such as perceptions, interviews and documentation. The main objective is to describe the most common phenomena that occur. (Hirsjärvi et al. 2004, 125-126.)

As Patton (1990) states, qualitative method enables the researcher to study selected issues in detail and depth. He also reviews that using qualitative method gives a better understanding when studying a smaller group of people or cases. (Patton, 1990, 13,14.) In this particular research the sample size was limited to only two different case studies, therefore in relation to Patton's study a qualitative research implementation was a suitable choice. Secondly, in this interview the need was to receive a deeper understanding about the behaviour and motivation beyond the entrepreneurial attitudes. This aforementioned issue indicates another good choice for the use of qualitative research method.

Patton states in his book that qualitative data has different themes. Some of them include the inquiry in depth and the possibility to capture people's personal experiences and perspectives. In addition, the researcher receives the information about people's personal experiences and insights, which is an

important part of the research in general. (Patton, 1990, 40.) In this thesis the researcher carried out the interview personally in direct contact and was able to record the entrepreneurs' thoughts, opinions and attitudes.

In terms of orientation, qualitative approach assumes that each interview is special and as well as only one of its kinds. When implementing a qualitative research it is possible for the interviewer to detain the important factors of the individual cases being studied. As for the subjectivity vs. objectivity of the researcher, in qualitative method total objectivity is something impossible, and that is not the purpose of it, neither. The idea is not to judge nor prove, but rather to understand by using personal experiences and empathic insights in addition to neutral stance for any sort of content. Flexibility also plays a crucial role in a sense that researcher wishes to establish a new way of thinking if he/she finds oneself in a dead end. (Patton, 1990, 40,41.)

In the case of female entrepreneurship when the question was about understanding behaviour and motivation, using recorded session it enabled the researcher to listen the answers over and over again without forgetting what was stated. Another interesting point of view is that in the case of quantitative method (e.g. survey), people tend to state their opinions when they are busy and not interested in the subject. This factor is extremely important to take into account while analyzing the data and comparing the results. Qualitative research method and especially recorded interviews enables the researcher to get closer to the realistic and honest answers. The experiences related to the aforementioned issues in the context of this thesis shall be discussed in the latter parts of this study.

5.2 Target Group

To define what motivates the women owning and running their own businesses, a deep interview was carried out with the owners to get information about their entrepreneurial beliefs. The target group represents a two of kind female entrepreneurs in the field of women's under closing business. The shops locations are limited to the main centre of Jyväskylä. The woman both owns and run their businesses themselves. Moreover, both women have set up their own business from the start. One of the two female entrepreneurs Marja Järvinen is the owner of Jyväskylä's "Lady Shop". The shop's location is in Jyväskylä's Torikeskus. The second female entrepreneur Vuokko Mäkinieniemi is the owner of Jyväskylä's "Liivi ja sukka Piste" which is located at Väinönkatu 32.

The reason why these two entrepreneurs were chosen for this study is due to following reasons; the number for this particular kind of female owned and run businesses was limited to only two in the centre of Jyväskylä in their particular business field. Further more, it was of great importance that the selected firms could be completely comparable and analyzed. In addition, the market environment for this particular kind of business was not to be influenced in relation to the macro and microenvironment as well as the entrepreneurial culture. Hence, the differences in the settings of the city centre and sub-urbans is was not to be compared in this study.

Both interviews occurred in the entrepreneur's shops during their work time. The first interview took place at "Liivi ja sukka Piste" and the second one at "Lady Shop". Both participants got a paper with the exact same interview questions and some thinking time before answering. However, it needs to be mentioned that the papers were handed over during the same occasions as the answers were recorded. A tape recorder was used in each interview to tape the events. All the questions were answered and have been analysed in comparison to various sorts of academic sources as well as newspaper articles.

5.3 Interview Questions

The way a question is formed and worded, is one of the most crucial elements in determining how the interviewee will respond. Payne (1951) indicates in Patton (1990) should be open ended, singular, neutral and clear (Patton 1990, 295). The idea of using open-ended question in a qualitative interview is to minimize pre-decided answers when gathering data. Thus, the questions should enable the respondents to respond with own terms. Open-ended questions do not pre-assume which elements of feelings or ideas will be significant for the respondents. The evaluator is trying to use objectively words that people use themselves to describe their own feelings, thoughts and experiences. Furthermore, a truly open-ended question enables the interviewee to use whatever they feel is suitable and relevant. (Patton 1990, 295-297.)

In this research, the interviewees had been given the possibility to define and describe their feelings with regard to motivation and entrepreneurial behaviour. There were no single “yes or no” answers. This encouraged the respondents truly to talk about their own feelings and experiences around the subject in question. It is up to the researcher to make it clear to the interviewee what is being asked. Understandable questions are an important factor to avoid uncomfortable situations. (Patton 1990, 309.) When using “why” questions, the words need to be chosen in way that describes the interviewees’ opinions and viewpoints, rather than questioning the validity of the perspective (Patton 1990, 315.) These aforementioned issues related to interview questions illustrate why these following interview questions were used in this qualitative interview.

In the following there are the questions asked from the female entrepreneurs for the study.

1. Why did you choose to become an entrepreneur?

2. Why do you want to continue to work as an entrepreneur?
3. Has your own entrepreneurial attitude changed towards a more positive / less positive/ not changed at all, during the last two years? Define your answers.
4. Define the needed qualities for a female entrepreneur according to your opinion:
5. What kind of support or help would aspire for female entrepreneurs in Finland?
6. What do you consider motivates Finnish women to become entrepreneurs?
7. Tell me about your goals and dreams related to female entrepreneurship:

6 RESULTS OF THE RESEARCH

The exact core responses from the taped interviews from both Järvinen and Mäkeläinen are to be found in the appendices.

6.1 Analyses of the results

In this section comparison of the two interviews was conducted in order study the similarities and differences between the two participants, and at the same time the results were compared to scientific motivational theories.

The first similarity between the entrepreneurs was found in the very first question “*Why did you choose to turn into an entrepreneur?*” where the combining factor was the feeling of freedom. In relation to scientific motivation theory researchers it is possible to find similarities between Maslow, and McGregor (see chapter 2).

Freedom as a common factor for the two entrepreneurs can be reflected to Maslow's hierarchy of needs as a need for self-fulfilment. In the case of McGregor, freedom represents individuality. As Cromie (1986) points out, researches indicate independence as one of the main motives for female entrepreneurship (Cromie 1986, 255).

Second question "*Why do you want to continue to work as an entrepreneur?*" did not demonstrate any significant similarities between the two entrepreneurs. However, some features related to Herzberg's and McGregor's theories corresponded. An example of this is Järvinen's interview where she defined personal growth as a reason to continue her work as an entrepreneur. Personal freedom has also been a driving power, which can be viewed as a common factor with Maslow's and McGregor's theories.

Fourth question studied the qualities that female entrepreneurs should possess in order to exist. Both interviewees pointed out fascinating issues such as taking risks, solving problems and determination. Psychological sense and humbleness were also emphasized. When it comes to scientific research, McGregor has divided people into two categories, where the other group consists of naturally hard working and trying people. Entrepreneurs can be seen falling into this category based on the results the interviewees suggested. McClelland argued high determination and prevailing risks are both included in the life of an entrepreneur. This, again, highlights the link between the two interviewees and scientific motivation theories.

When asked about the support that entrepreneurs would need, both of the respondents mentioned the problems arising from the societal side, when it comes to entrepreneurial support for example guidance for young entrepreneurs and financial issues such as pension plan. Herzberg's points out in his two-factor theory that a person may be satisfied with the internal circumstances: in this case

both women were pleased with the job itself, but rather dissatisfied with the external circumstances such as society's support system towards entrepreneurs.

Probably the most important question in relation to the research problem focuses the motivation of Finnish female entrepreneurs. The feeling of freedom and longing for being independent were the most stressed ones. Of the external motivation factors support groups such as Jyväskylän Naisyrittäjät Ry. were of importance for the continuous motivation. Connections to Herzberg's, McGregor's and McClelland's theories can again be clearly seen, and additionally as Kovalainen (1993, 73-77) has presented, working as an entrepreneur can be highly time-demanding, and this is also what Järvinen concludes in her research answer.

The last question deals with the goals and dreams of the entrepreneurs. It is immediately possible to observe the binding factors to Maslow's hierarchy of needs, since both the repliers wish to fulfil themselves in a present time and in the future. This issue falls into the higher level of the hierarchy in Maslow's theory. Independence, individuality and job satisfaction are something that McGregor indicates, and also something that can be seen in the interviewees' answers when they acknowledge succeeding, establishing new goals and creativeness as their goals. Issues such as independence and fulfilling oneself are also the attractive factors of becoming an entrepreneur in motivation theories related to entrepreneurial behaviour.

7 CONCLUSIONS

In thesis it is possible to draw the following conclusions; freedom, independence and the desire to fulfil oneself play a crucial motivational role in Mäkeläinen's and Järvinen's entrepreneurial motivation. Another important aspect is the fact that

the Finnish female entrepreneurship suffers from the lack of societal support. Based on the results we can argue that different authorities in the society could have more active role in helping and guiding entrepreneurs not only in the starting points of their business, but also later parts during their progress. The societal guidance should focus on the needs arising from the entrepreneurs themselves and especially support those elements, which the entrepreneurs do not have information about. Thirdly, an important issue to be noticed is that both entrepreneurs gave the impression that they have been satisfied and have no regrets about their lives as an entrepreneur, on the contrary they both feel that their personal attitudes have developed into more optimistic during the last two years. This is supported both their given answers as well as the atmosphere during the interview process.

However, there is always the risk that the respondents might give a more optimistic impression about the reality than it actually is according to them. Furthermore the lack of personal experience as an interviewer in this sort of qualitative study might not encourage recognizing and sensing critical evaluation skills during the interview process. For example not having the ability to ask additional questions when the original information might be insufficient. The skills related to becoming more aware, conscious and sensitive to the process environment during the interview process grow along with the personal experience.

Even though the Finnish society claims to support the creation of new business in a form of financial help and guidance, the image of entrepreneurship is many times seemed as challenging and long way to master with little help at hand. The authorities should put more weight on changing the image of entrepreneurship into a more encouraging one, with a lot of possibilities and fulfil one's personal dreams. For further development suggestions one possibility would be for the city of Jyväskylä to encourage female entrepreneurs with more guidance and support. Especially nowadays while according to latest researches female-

managed businesses are more profitable than male-dominated (Helsingin Sanomat, September 2007, B4). Helsingin Sanomat also emphasizes in its article that giving more attention to female entrepreneurs offers a better competitive advantage.

Due to the market environment in the centre of Jyväskylä and the selected business field in this study, the sample size is limited. For that reason no significant conclusions can be drawn out of this specific research. As a result of the small sample size, the research value of validity is sporadic. Therefore, one suggestion is to establish a broader study with a bigger sample size to increase the validity of the results. Moreover, another interesting field of study to support this thesis topic would be to investigate the previous values and experiences both in their personal and academic life to support the reasons towards becoming an entrepreneurs and find similarities and dissimilarities between different female characters.

8 DISCUSSION

This chapter will demonstrate the progress of how this thesis was conducted, how well it succeeded according to the researcher along with the personal experiences and some of the viewpoint of the interviewees. To sum up with, this qualitative research has brought information about the entrepreneurial motivation theories related to female entrepreneurs existing in the centre area of Jyväskylä, Finland. Should the results be compared to other cities or countries, cultural aspects and phenomena need to be taken into consideration. It is of importance to point out that both the interviewees have established, developed and managed the companies by themselves from the very beginning.

The thesis regarding material gathering turned out well due to the various amounts of information related to motivation theories and entrepreneurial sciences. It was also of great importance that entrepreneurial behaviour was found among family members as well as relatives many of whom work and perform as entrepreneurs. For this reason, it was a natural choice to choose this topic.

As for time management, all the theoretical framework and interviews were structured and conducted within the same time period, as planned in beforehand. However, due to the personal circumstances, the empirical part of the thesis was completed afterwards. Even though there was a time break between the theoretical and empirical parts, it has not affected the final results by any means.

This Bachelor's Thesis was the researcher's first one of its kind. Qualitative research method was unknown apart from the basic information learned from the school. Both the research questions and the qualitative interview questions were carefully designed to describe the motivational behaviour of the Finnish female entrepreneurs. Judging by the answers the interviewees gave, it is possible to argue that the questions were understandable and clear. To support the motivational behaviour of the entrepreneurs, a theoretical framework including various motivational theories was carefully studied along with entrepreneurial theories. Fortunately, no significant problems related to the work were encountered during the research process. However, occasionally during the interviews, since they were implemented during the work time, pauses occurred due to obligatory customer service situations. Because the topic itself was close to the entrepreneurs, no severe problems related to concentration arose.

The researcher in the process of conducting her thesis has aimed to be as objective and neutral as possible especially because she has needed to get close relation to her interviewees. Should not she done that, the results and the interview situation might have been biased. When it comes to the interviewees'

attitudes towards being interviewed it can be said that their motivation towards this study was very good. By having a glimpse of the results it is to be seen that both the female entrepreneurs were honest and highly willing to take part to the research. In the both cases the women as entrepreneurs have longing for freedom and responsibility in their nature and among some other elements; these issues are straight comparable to former scientific research. Freedom, the ability to take responsibility, and willingness to fulfil oneself have probably had a strong influence in the early days when they became entrepreneurs. The positive attitude of entrepreneurs is also affected by one's own dreams and goals. Active lifestyle and the belief in one's abilities are also present elements in the entrepreneurial characteristics. What is rather surprising is the fact that the role of money is not present at all in their attitudes. The case might be different among the male entrepreneurs but at this case financial issues are not mentioned as motivational factors or reasons to continue as being entrepreneurs.

As the scientific material in the earlier parts of this thesis points out, dissatisfaction concerning the wage work functions as a pushing factor towards establishing one's own business. This was one important factor in Järvinen's case when she made the decision to become an entrepreneur. There are surprisingly many similarities between the analysis results of this material and current scientific research. Finally, as becoming an entrepreneur, women also encounter difficulties (social, psychological) along the way. Therefore personal values such as humbleness as both the interviewees mentioned in their answers, are of great importance.

The number of female entrepreneurs in this centre area of Jyväskylä was extremely limited in the early beginning of this thesis. Therefore, the researcher was obligated to accept only two participants for this subject. It is also worth mentioning the fact that in no other field of business there were two female entrepreneurs that could have been compared or used for this sort of study.

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APPENDICES

APPENDIX 1; Interview responses

Interviewee number 1

Firm: Liivi ja Sukka piste

Owner: Vuokko Mäkeläinen

13 December, 2005

Interviewee number 2

Firm: Lady Shop, Torikeskus

Owner: Marja Järvinen

13 December, 2005

Location: Both interviews took place during the daytime in the premises of the firms.

Questions

1. Why did you choose to turn into an entrepreneur?

Vuokko Mäkeläinen

Well, My opinion is that there has got to be challenges in life (to see how far you can get). To become an entrepreneur was a long time dream for me. That dream became true when the opportunity came across. I was inspired to work with the freedom, responsibility, challenge, independent work that and to work for myself.

Marja Järvinen

It has to do with my life circle. I wanted to change my life situation and experience something else. I had been working at healthcare field for several years and I wanted to try something totally different. I am a very well oriented personality. I always believed from the very start that I could do well as an entrepreneur even though the work comes with great responsibility. Although there is much responsibility as an entrepreneur, there is also much freedom. My field is very diverse and interesting. I have a habit to plan my actions two years ahead. It is a must I think in this business field, because the competition and the continuing development are so hard. I like the present time in my work for the reason that it is so rewarding. I get to do many decisions and mostly I feel I do well and succeed. Especially when the customers are satisfied.

2. Why do you want to continue to work as an entrepreneur?

Vuokko Mäkeläinen

I think mostly the personal freedom and power to make decisions. The freedom of choice and the personal achievements motivates and strives me to continue forward.

Marja Järvinen

Well, I feel that entrepreneurship is very interesting due to all the challenges. Even though the competition is tough, it is as well the constant developments most important influencer. I feel that the current. I think that these days entrepreneurship states a lot of information as a consequence of the rough competition. I have developed myself through different courses and educations. That way I stay motivated and my professional ability is developing all the time. Education helps me to realise and understand what factors is affecting the ability to achieve results. Through various education opportunities I have gained important instruments to maintain my personal interest concerning my motivation regarding the continuity of my work.

3. Has your attitude towards your own strive changed towards a more optimistic / less optimistic / has not changed during the past two years? Define your answer.

Vuokko Mäkeläinen

Well, I feel that it has changed towards a more optimistic attitude. The freedom, new customers and daily circumstances give me power. The daily variety is very enjoying. Also the interactions in the customers service situations is very strength giving.

Marja Järvinen

My attitude is optimistic. The beginning is always difficult, but I have been lucky to achieve success during the past years.

4. Define the needed qualities for a female entrepreneur according to your opinion:

Vuokko Mäkeläinen

Well, I immediately think of words like, determination and also to have the ability to enjoy challenges, have the courage to take risks, feeling of responsibility, sense changes and also to react to them. The ability to notice and sense situations along with the ability to perceive the whole picture. I also know that the psychological sense is very important as an entrepreneur because you have to work with different people all the time. That's why the knowledge of human nature is so important along with humbleness.

Marja Järvinen

The most important features according to my opinion I think are risk taking, the ability to make fast decisions as well as the ability to solve problems. Other important characteristics are the capacity to make decisions, social and interactive skills communication skills and also the attitude towards the working conditions. Last but not least humbleness is always needed.

5.What kind of support or help would aspire for female entrepreneurs in Finland?

Vuokko Mäkeläinen

There is a great lack of support from the society. For example is the lack of social service, pension plan, and lack of employment healthcare. Costs are fairly high in relation top other employees. To high social service fees and the taxation is tremendously high. There is little help, education, and guidance on hand when one would need it. Entrepreneurs are a too isolated group in the society I think. I also want to point out that there is especially little support when it comes to young entrepreneurs. I especially want to point out the lack of support concerning the planning of their income for example ones personal retirement plan and risk management along with the long term planning future products and their and customer development. There is no support available when the good luck turns.

Marja Järvinen

I was very surprised how much paperwork there was besides the actual work in the shop. The society's obligations such as taxation, advertisements etc. demands much time and energy. It would be wise to create a support centre for entrepreneurs and also some certain advantages in relation to big companies. One example could be automatic data processing (ADP) price cuts for small entrepreneurs.

6. What do you consider motivates Finnish women to become entrepreneurs?

Vuokko Mäkeläinen

Success and challenge along with the opportunity to set up own goals and how to reach them. But mostly I feel it is the feeling of freedom.

Marja Järvinen

The longing for being independent and courage, support groups, family and "Yrittäjänaiset Ry"

7. Tell me about your goals and dreams related to female entrepreneurship:

Vuokko Mäkeläinen

Well, the attempt to try starts from a dream. Along with the entrepreneurial effort to make a try, the motivation of setting up goals, succeeding, and the willing to set up new goals is a habitual manner. It is unusual to get compliments at a workplace but through your own business you immediately see your success and results.

Marja Järvinen

Well, there are always dreams or at least there should be dreams. I feel that in my case it is the goal to create and fulfil myself.

APPENDIX 2; Newspaper add

APPENDIX 3; Interview Tape