PERSONAL AND SOCIAL FACTORS OF MOTIVATION ACROSS THE PERFORMANCE

OF WOMEN ENTREPRENEURS IN ISRAEL

by

Hedal Elias Farraj, M.A. Organizational Development

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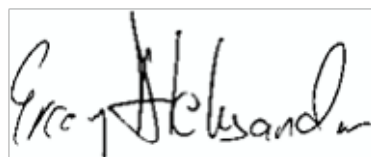
OF WOMEN ENTREPRENEURS IN ISRAEL

by

Hedal Elias Farraj

Supervised by

Ivica Katavic, PhD

APPROVED BY

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Dissertation chair

RECEIVED/APPROVED BY:

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Admissions Director

DEDICATION

To my parents: this would make you proud.

To my husband: your support means everything to me.

To my kids: follow your dreams.

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ABSTRACT

PERSONAL AND SOCIAL FACTORS OF MOTIVATION ACROSS THE PERFORMANCE

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Hedal Elias Farraj
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Dissertation Chair: Aleksandar Erceg, PhD

Despite the growing startup scene in Israel, women still face substantial obstacles when it comes to entrepreneurship. Even if Israel's rate of female entrepreneurship is higher than that of other nations, there is still a significant gap in terms of funding, connections, and government assistance initiatives targeted at small and medium-sized female businesses. A specific problem with female entrepreneurs in Israel concerns the lack of personal and social motivation factors that influence their business performance, as well as the lack of documented linkages between personal, social, and economic expansion. The purpose of this qualitative study was to achieve a deeper understanding of how motivation factors contribute to business performance; in the context of small-sized enterprises owned by women entrepreneurs, and how women entrepreneurs in Israel operate their enterprises while balancing responsibilities and commitments. The study used a qualitative methodology to assess the complex factors influencing the entrepreneurial journey of 20 female entrepreneurs, based on the semi-structured

interviews. The study findings clearly indicated that entrepreneurial high performance is deeply tied to factors such as strong relationships and support systems, empowerment through autonomy, personal growth, the desire for financial security, and gender identity. These findings revealed the importance of holistic strategies for work-life harmony, including effective time management, adopting digital tools, and fostering professional networks. Flexible scheduling and family support emerged as pivotal in enabling these women to sustain their entrepreneurial endeavors while meeting personal obligations. This study contributed to the theoretical understanding of women's entrepreneurship by offering an integrated perspective on personal and social motivation factors. The findings were compared with secondary data and offered practical implications for policymakers, corporate leaders, and educators, to design programs and initiatives that empower female entrepreneurs. Future research can validate the findings of this study using larger sample sizes and may examine deeply the moderating effect of a social mission on the relationships identified in this study.

Keywords: motivational factors, female entrepreneurs, business performance, Israel

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CHAPTER I:

INTRODUCTION

1.1 Introduction

Entrepreneurship has typically been associated with either necessity - or opportunity-based motivations (Huang *et al.*, 2023). It is generally argued that necessity, which is defined as the need to live and results from poverty, is what motivates entrepreneurship in developing or emerging contexts (Sahasranamam & Sud, 2016). Contrarily, in Western contexts, entrepreneurship is frequently seen as being motivated by discovering possibilities (Lindvert, Laven and Gelbman, 2022). An entrepreneur typically begins to operate a new business and move with it; he is accountable for both the potential and the risks simultaneously. He also organizes a company's fundamental needs. Whether he executes the task correctly or not, no one will be looking over his shoulder. Consequently, an entrepreneur needs to grow to accept responsibility for himself or he will fail (Tripathi *et al.*, 2022).

Entrepreneurship is an essential element for the growth and development of a nation (Rahim, Fabeil and Sung, 2017). Many entrepreneurs are impatient, which may almost be considered an entrepreneurial personality quality. Entrepreneurs often maintain healthy and balanced lifestyles to have the energy to run their businesses. An entrepreneur may, for instance, make it a point to exercise every morning or take a day off to relax after a demanding workweek (Cohn, 2021).

Women are attracted to entrepreneurship because it's grown so quickly worldwide. They don't pass up the chance to establish their names in the field, and those who aspire to be productive will need to prove their sincerity, willingness to confront difficulties, and problem-solving skills. Women entrepreneurs cannot succeed unless they put in a lot of effort, have a positive outlook, and can overcome obstacles (Rahim, Fabeil and Sung, 2017).

A variety of personal, social, and environmental variables had an impact on how women social entrepreneurs developed the entrepreneurial skills and knowledge that are essential to their success (Agarwal *et al.*, 2020). In addition, various elements, such as the entrepreneurs' characteristics and societal and economic conditions, influence the growth of female entrepreneurship. Likewise, in Mexico, women entrepreneurs may be discouraged from having their own enterprise due to their cultural conservatism, risk aversion, and especially lack of family support, among other factors (Cavada, Bobek and Maček, 2017). Consequently, they are still disproportionately lacking in high-growth businesses (Guzman and Kacperczyk, 2019). Another perspective, according to Mansor's model, a framework for describing women's entrepreneurial motivation, claims that economic variables, psychological variables, social variables, and environmental variables contributing to readiness to venture are a paradigm for defining women's entrepreneurial drive (Mansor, 2005; Mansor *et al.*, 2020).

Despite the growing startup scene in Israel, women still face substantial obstacles when it comes to entrepreneurship. Even if the rate of women entrepreneurship in Israel is higher than that in other nations, there is still a significant gap (OECD, 2016).

Among the major elements influencing women entrepreneurs in Israel, there are:

1. Cultural viewpoints, the lack of mentors and role models, and the underrepresentation of women in positions of senior management and leadership (OECD, 2016; Agarwal *et al.*, 2020).

2. Reduced confidence and perception of the abilities required for establishing a business (OECD, 2016).

3. Having trouble obtaining funding, connections, and government assistance initiatives targeted at small and medium-sized businesses (SMEs).

4. Nonetheless, programs and organizations such as Yazamiyot and government intentions for additional funding are contributing to the empowerment and encouragement of women entrepreneurs (Lerner, Brush and Hisrich, 1997; McGowan *et al.*, 2012).

5. Israeli women also need to have supportive networks and families, commercial knowledge, and relevant industrial experience to achieve success as entrepreneurs (Abutbul Selinger, Guy and Shnider, 2023).

Thus, even if Israel is leading the way in the startup world, focused initiatives are still required to eliminate the entrepreneurship gap and realize the full potential of women entrepreneurs, particularly in expanding small enterprises. The research problem appeared to focus on understanding and identifying crucial entrepreneurial skills among women entrepreneurs, particularly in Israel and in the context of the growth of small-sized businesses. The study aimed to identify and thoroughly examine the motivational factors that significantly impact women's business performance within the entrepreneurship landscape in Israel. It mainly focused on how personal and social motivation factors drive better business performance, and how women entrepreneurs in Israel operate their enterprises while balancing responsibilities and commitments, contributing to filling the gap in the literature regarding entrepreneurship in this region.

By shedding light on these crucial elements, the study intended to underscore their significance and advocate for measures aimed at enhancement. Furthermore, the study provided primary recommendations for policymakers that may highly motivate women entrepreneurs in Israel. Ultimately, the insights garnered from this research endeavor are anticipated to empower women entrepreneurs, enabling them to gain recognition, credibility, and influence within their respective industries.

1.2 Background

Women in Israel experience workplace segregation and tend to receive lower wages compared to men despite their relatively high educational backgrounds (Lerner, Brush and Hisrich, 1997). Data from the worldwide research source: Global Entrepreneurship Monitor (Kelley, Singer and Herrington, 2015), indicates a 31.9% increase in the intention to initiate and establish a business in Israel, among adult, non-entrepreneurial population, particularly among women and members of minority communities.

Despite the growing media that gives a platform to women entrepreneurs and encourages them, a study was done in Kazakhstan a developing country, shading light of the scant research on female entrepreneurship, to comprehend their driving forces and difficulties, the findings highlighted the critical role that institutional environment had in shaping the women's experiences as entrepreneurs. Additionally, they highlighted the importance of the regulatory, normative, and cognitive aspects of institutional theory, which either reinforce or weaken women's capacity to launch and manage their own businesses (Bui, Kuan and Chu, 2018). Furthermore, it is crucial to note that technology allowed individuals from a wide range of demographic and psychographic backgrounds to use their creative thoughts to create new businesses within the past 50 years. Historically, women were likely to be suppressed in the majority of communities. Nonetheless, throughout the past century, a lot has changed. Women in disadvantaged demographics and communities can now voice their ideas and see them through to business, and motivation is one of the leading causes of their power. Even though starting a business is difficult for women in remote areas worldwide, this does not mean that they cannot take the chance to showcase their abilities (Katoch, 2022). Relatively, little actual research has been done to determine motivation's significance and how it affects small business performance in general, and in particular Israel

country (Malach-Pines and Schwartz, 2006; Greenberg and Shamai, 2015; Abutbul Selinger, Guy and Shnider, 2023).

Therefore, this study aimed to close this gap by thoroughly exploring the effect of personal and social motivation factors on the performance of female entrepreneurs in Israel. An inductive methodologies approach is used to fully comprehend and build knowledge from the data collected from the interaction between motivation elements and the performance indicators in the context of female entrepreneurship.

The study used semi-structured interviews as a data collection method to explore the personal stories of 20 women entrepreneurs in Israel, gaining insights into how personal and social motivation factors shape their entrepreneurial experiences and perceived business performance. Hence, it was planned that the study's conclusions would help female entrepreneurs minimize issues and difficulties within their workplace and perform better. As well as to demonstrate to women who are considering starting their businesses and current women entrepreneurs, the value of staying highly motivated to generate more.

As a consequence, by focusing on these areas, the study expected to offer insightful knowledge about the motivating dynamics of women entrepreneurs in Israel, identify and deepen understanding of the best personal and social factors that affect their business performance, and how they operate their enterprises while balancing responsibilities and commitments. Thus, to encourage the growth and prosperity of female-owned small businesses in this country and for future women entrepreneurs. The study's conclusions and suggestions could influence future entrepreneurial and motivation-related research and practices.

1.3 Research Problem

A significant problem faced by female entrepreneurs in Israel concerns two issues, first, the lack of personal and social motivation factors that influence their business

performance, and second, the lack of established relationships between personal, social, and economic expansion (Lerner, Brush and Hisrich, 1997; Cavada, Bobek and Maček, 2017; Lindvert, Laven and Gelbman, 2022). Although the concept of female entrepreneurship motivation has been widely investigated (McGowan *et al.*, 2012; Katoch, 2022; Xie and Wu, 2022); in the context of Israel, few studies were found that support the motivation forces behind the growth women have achieved as entrepreneurs who own small businesses there, and in particular, how personal and social motivation factors influence their business performance(Malach-Pines and Schwartz, 2006; Greenberg and Shamai, 2015; Abutbul Selinger, Guy and Shnider, 2023).

To address this issue, a comprehensive plan for supporting and keeping an eye on the entrepreneurial activity of women entrepreneurs has to be developed (Rahim, Fabeil and Sung, 2017). As a result, this topic is still significant but has not received enough attention (Xie and Wu, 2022). In the meanwhile, the State of Israel's small geographical area and relatively large population (Orenstein and Hamburg, 2010), which strong family and social networks mark, leads to economically self-sufficient and independent women through entrepreneurship (Sharabi and Harpaz, 2013). Accordingly, many female entrepreneurs also use their educational credentials to launch and expand companies that support their social opportunities and personal passions (Greenberg and Shamai, 2015). Hopefully, this present study will help raise awareness among women entrepreneurs to recognize the main aspects of their motivation and encourage them to develop creatively.

Lerner, Brush and Hisrich, (1997) claimed that females expressing higher motivation levels are more likely to accomplish their goals in business, overcome limitations, and motivate others. Throughout the years, Ascher, (2012) argued that women entrepreneurs encounter several challenges, including the lack of opportunities for competition, financial and social capital, experience, time, stereotypes and discrimination against women, and

domestic concerns. Recent research on motivation and entrepreneurs for women claimed that female entrepreneurs' primary motivation is to provide more free time for their families, which is often the center of attention for their enterprises (Katoch, 2022).

Conducting the study is essential to addressing existing gaps in knowledge, promoting motivation in entrepreneurship, offering policymaking guidance, and helping maximize the performance of small businesswomen entrepreneurs in Israel. Failure to conduct this research could limit the potential for small business growth among women in Israel and miss opportunities for innovations and breakthroughs in various areas.

1.4 Purpose of Research

The purpose of this qualitative study was to achieve a deeper understanding of how motivation factors contribute to business performance; in the context of small-sized businesses owned by women entrepreneurs in Israel, and how women entrepreneurs operate their enterprises while balancing responsibilities and commitments. The study specifically aimed to identify and explore how common personal and social motivational factors, such as a sense of independence, social impact, and supportive family, influence the performance of women entrepreneurs in Israel who have established small businesses and give key suggestions that highly motivate women entrepreneurs.

This study aimed to explore a new perspective on how women entrepreneurs in Israel perceive and narrate their experiences regarding the interplay of achievement, independence, family and financial responsibilities, supportive networks, and influencer abilities, shaping their entrepreneurial motivation factors affecting their business performance. By emphasizing lived experiences, this research provides fresh insights into the unique challenges and opportunities faced by women in Israel's entrepreneurial ecosystem.

The study is planned and aligned in Israel, with 20 female entrepreneurs' stories and experiences, and despite past limitations and challenges, society is increasingly

acknowledging their substantial economic contributions to their nation. Consequently, the sight of women leading successful businesses is no longer surprising. Rahim, Fabeil and Sung, (2017) claimed that in addition to the myriad responsibilities traditionally placed on women, such as childcare and household duties, women entrepreneurs have demonstrated the ability to thrive in business ventures.

Therefore, the 20 entrepreneurs were selected for the current study for their suitability to the study design, and because of their major influence on economic expansion and the entrepreneurship market, particularly in Israel.

Furthermore, the rationale and importance of this study lie in exploring how high motivation influences the experiences and perceived business performance of female entrepreneurs in Israel, providing insights into the ways motivation shapes their entrepreneurial journeys and offers a great possibility for high business performance.

By examining the elements influencing women's performance and accounting for the diverse personal and social situations that women confront during their entrepreneurial journeys, this study sought to provide a new perspective on female entrepreneurship, particularly within the context of small businesses in Israel.

1.5 Research Questions

This qualitative study aimed to enhance understanding of the business performance among women entrepreneurs in Israel, exploring the contribution of the personal and social motivation factors, and their effect on performance. Two research questions were created to direct the study based on an analysis of the relevant research literature. They focused on two primary subjects: personal and social motivational factors and the business performance of female entrepreneurs in Israel. Given the foregoing discussions, there is a need to find motivational approaches toward better business performance, particularly for women entrepreneurs in Israel.

For exploratory research focusing on the motivations and performance of women entrepreneurs in Israel, several key research questions were proposed to guide the study. The following research questions are set as guidelines to fulfill this aim and explore new perspectives within this domain:

RQ1. How do personal and social motivational factors influence the business performance of female entrepreneurs in Israel?

RQ2. How do women entrepreneurs manage their businesses while balancing responsibilities and commitments that extend beyond the specific challenges of their industry?

The study utilized semi-structured in-depth interviews, chosen for their ability to provide a structured framework for personal experiences and stories while also enabling a deeper understanding of the underlying intentions behind their responses. This approach might balance obtaining standardized data for analysis and gaining deep insights into the motivations and perspectives driving participants' responses.

1.6 Significance of the Study

Although much of the literature has been written about the role of women entrepreneurs in Israel and how they affect both business and society, little is known about the specific motivational variables that affect their performance (Ascher, 2012; McGowan *et al.*, 2012). For two primary reasons, women's entrepreneurship needs to be studied separately:

1. Women entrepreneurs are an important contributor to economic growth, by generating new employment and offering different management and business solutions due to innovation in the job market (Mansor, 2005; OECD, 2016).

2. In particular, female entrepreneurship has received little attention from business studies. Even though equitable possibilities for men and women in the entrepreneurial field

are currently unreality, progress in that direction could be aided by a greater comprehension of female entrepreneurship's social and economic benefits (Ascher, 2012). Furthermore and very importantly, according to Busch and Barkema (2022), planning protective training programs, including coordinating realistic expectations, is very important for women entrepreneurs. Malach-Pines & Schwartz, (2006) also centered on their study on how crucial it is to give small businesses, for both men and women, training and support. To enable men and women who aspire to become entrepreneurs or grow more and to receive the necessary training and support based on their business and location, policymakers should support and encourage the goals of both men's and women's small businesses. Thus, the study may provide recommendations to policymakers to encourage and support female entrepreneurs' activity.

Given the diversity of the ethnic and national groups in Israel, Israeli society can be identified by its multitude of cultures (Heilbrunn and Davidovitch, 2011). Women, regardless of their corporate or non-corporate backgrounds, have various expectations when entering the entrepreneurial arena. However, many of these expectations are believed to be unrealistic. It is important to comprehend and tackle the elements that are crucial for females to thrive independently, providing a better understanding of the challenges involved in starting a new business (McGowan *et al.*, 2012).

Hence, this study is significant for understanding women's entrepreneurship in Israel and beyond. By exploring how personal and social motivational factors shape entrepreneurial experiences and perceived business performance, this research provides valuable insights that can help women navigate their professional journeys and manage their businesses effectively. Additionally, the perspectives shared in this study may inspire and empower more women in Israel to take the first step toward entrepreneurship by highlighting the lived experiences of those who have successfully embarked on this path.

1.7 Definition of Key Terms

This section will define key terms used in the study:

Business performance: The growth rate and profitability from the previous year, the cohesion within the industry, the educational background of the entrepreneurs, and their social relationships (Xuana, Thua and Anha, 2020).

Entrepreneur: Someone who establishes a new business by confronting challenges to generate revenues, identifying compelling incentives, and gathering the resources required to capitalize on those opportunities (Ughetto *et al.*, 2020).

Entrepreneurship: Is considered a crucial element for the growth and development of a nation (Rahim, Fabeil and Sung, 2017).

Human Society Theory: Theories of human society that are relevant to the motivation factors of female entrepreneurs in Israel, including prosocial motivations, personal motivations, and the effect of cultural and societal norms (Lerner, Brush and Hisrich, 1997).

Motivation: Is the desire to do something for a particular reason, such as a necessity, preference, desire, or urge (Katoch, 2022).

Personal Factors: Individual attributes such as intelligence or extraversion (Swann Jr *et al.*, 2009), as well as the absence of physical, psychological, cognitive, auditory, visual, and communication disorders. Related to high motivation for success and compatibility with aging and socioeconomic status (Aroogh and Shahboulaghi, 2020).

Pull Factors: A need for success, a wish for independence, and a potential for social growth are examples of pull factors (Raimi *et al.*, 2023).

Push Factors: The necessary elements that compel businesspeople to launch new enterprises (Raimi *et al.*, 2023).

Small Business: Typically addresses both local and broader issues, including job creation, innovation, empowerment of other women in entrepreneurship, fostering autonomy, and providing guidance to those in need (Agarwal *et al.*, 2020).

Social Factors: Focused on collective group community (Swann Jr *et al.*, 2009), foster interaction with others outside society, often involving a significant level of social support and satisfaction (Aroogh and Shahboulaghi, 2020).

Women Entrepreneurship: Significant contributors to the entrepreneurial landscape, demonstrating resilience in confronting and overcoming challenges that arise in their environment, viewing them as opportunities for growth and advancement (Rahim, Fabeil and Sung, 2017).

1.8 Summary

This study reported the results of exploratory, qualitative research carried out in Israel, focusing on the entrepreneurial journeys of 20 women as they established and ran their small businesses, addressing personal and social factors as a drive for better business performance. Utilizing comprehensive data from in-depth interviews, insights are provided into their motivations and expectations of what entrepreneurship would offer and the realities of their lived experience. Also, this study explored primary recommendations and potential policymakers' suggestions to support and guide them.

Individuals are generally driven by their unique sources of inspiration and motivation, those hidden strengths that drive them to face the world one day at a time (Tripathi *et al.*, 2022). For women entrepreneurs, the flame that fuels their fire can come from various sources and experiences (Katoch, 2022). This study examined the unique motivation factors toward higher performance; hence, it explored and identified the personal and social motivation approaches impacting the business performance of female entrepreneurs in Israel.

Based on the specific explanation and problem outlined, the research focus was framed as follows:

1. Understanding Motivational Factors: examine the key motivational factors driving women entrepreneurs in Israel to start and develop their businesses, considering personal and social motivators.

2. Motivation and Performance: explore the relationship between entrepreneurial motivation among women in Israel and their business performance outcomes, emphasizing how motivation contributes to the success and growth of small enterprises.

By focusing on these elements, the study sought to close important knowledge gaps regarding the performance results and motivational factors for female entrepreneurs in Israel, emphasizing the special opportunities and challenges that small businesses in this setting confront. The findings in this study can foster creativity, resilience, and sustainable growth within the Israeli entrepreneurial environment by empowering and supporting women entrepreneurs.

Therefore, while the results of this study are expected to assist women entrepreneurs in improving their business performance, the study appeared to focus on understanding and identifying crucial entrepreneurial skills among women entrepreneurs, particularly in Israel, and in light of the growth of small-sized businesses. Uncovering the underlying factors that led these women to embark on entrepreneurial ventures and to understand their narratives, revealing how they utilize entrepreneurship to shape and navigate their work-life balance for example within the socio-cultural context of Israel, as well as managing their businesses and balancing responsibilities and commitments that extended beyond the specific challenges of their profession.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Introduction

The main purpose of this study was to achieve a deeper understanding of how personal and social motivation factors affect the business performance of female entrepreneurs in Israel, particularly within the context of small businesses. To support this, the literature review is organized first to explain the literature search strategy and documentation, then examine key motivation-related theories and support this study, including (1) push and pull motivation theory, (2) theory of reasoned action and Kjeldsen and Nielson's model, and (3) human society theory, followed by a discussion of entrepreneurial motivation and its impact on business performance, explaining: (2.4) Personal and Social Motivation Factors, (2.5) Entrepreneurship and Small Business, (2.6) Women and Entrepreneurship, (2.7) Motivation, (2.8) Relationships and Support Systems on Female Entrepreneurship, (2.9) The Significance of Institutional Support in Women's Entrepreneurship, and (2.10) Technological Entrepreneurship Among Women. The review delved into the challenges and opportunities faced by female entrepreneurs, specifically focusing on the Israeli context.

Finally, the literature review in this exploratory, qualitative study outlined the new insights and perspectives for explaining entrepreneurial performance owned by women in Israel.

2.2 Documentation

The literature search strategy involved an inductive methodologies approach to identifying relevant academic and empirical sources on women entrepreneurs, motivation theories, social and personal factors, and small business performance. A combination of scholarly databases and search engines, including Google Scholar, Research Gate, ProQuest,

and Science Direct, were used to gather peer-reviewed scholarly literature (articles, books, and reports). References are organized using Zotero software. Keywords such as "women entrepreneurs," "motivation factors," "motivation theory", "pull and push theory," "small businesses in Israel," and "entrepreneurial performance" were employed to refine the search. Priority was given to recent studies (published after 2020), to ensure a comprehensive review of contemporary research and foundational theories in women's entrepreneurship, motivation, and business performance in Israel.

Table 2.1.
Summarized the key references related to this study

Author(s)	Nature of references	*Sources*
(Lerner, Brush and Hisrich, 1997)	The performance of 200 women entrepreneurs in Israel, specifically gender, entrepreneurship, and economic development.	*Journal of Business Venturing.*
(Heilbrunn and Davidovitch, 2011)	Family support.	*The Journal of Entrepreneurship.*
(McGowan *et al.*, 2012)	Motivation factors.	*Entrepreneurship & Regional Development.*
(Greenberg and Shamai, 2015)	Women entrepreneurship and small business.	Romanian Journal of Geography/Revue Roumaine de Géographie.
(Rahim, Fabeil and Sung, 2017)	Women entrepreneurs and challenges.	Journal of Global Business and Social Entrepreneurship (GBSE).
(Cavada, Bobek and Maček, 2017)	Pull and push factors.	Entrepreneurial Business and

		Economics Review.
(Agarwal *et al.*, 2020)	Personal, social, and environmental factors.	Journal of Cleaner Production.
(Lindvert, Laven and Gelbman, 2022)	The role of women's entrepreneur in Nazareth.	Journal of Sustainable Tourism.
(Aparicio *et al.*, 2022)	The well-being of women entrepreneurs.	Technological Forecasting and Social Change.
(Xie and Wu, 2022)	The role of responsible entrepreneurship and recognition among female entrepreneurs.	Journal of Business Ethics.
(Al-Qahtani *et al.*, 2022)	Women empowerment.	Sustainability.
(Katoch, 2022)	Motivation and women's entrepreneurship.	Academy of Marketing Studies Journal.
(Raimi *et al.*, 2023)	Motivational factors.	Journal of Risk and Financial Management.

2.3 Theoretical Framework

The theoretical framework reviewed the literature on the driving factors for women entrepreneur's performance, focusing on personal and social motivators. Three key theories apply to this study: (1) the Pull-and-Push Motivation Theory, (2) the Theory of Reasoned Action, and (3) the Human Society Theory. These theories provided a detailed explanation of the concepts relevant to this study based on existing literature and offered significant frameworks for understanding the personal and social motivational factors influencing the performance of female entrepreneurs in Israel.

The following section explored the Pull and Push motivation theory in greater detail, examining how these factors contribute to the entrepreneurial performance of women, particularly in the Israeli context of this study. It also sheds light on the broader implications of these motivational drivers by drawing on global research, highlighting how both push and pull factors impact women's entrepreneurial journeys. Understanding these motivations is essential for examining how women perceive and experience entrepreneurship, particularly in terms of business performance, work-life balance, and economic empowerment

1. **Pull and Push Motivation Theory, in the Context of Female Entrepreneurship in Israel**

One of the most widely applied theories in the context of this study is the Pull and Push motivation theory, which categorizes the reasons for starting a business into two main factors: pull and push. Pull factors, represent positive incentives that attract individuals toward entrepreneurship, and push factors, refer to adverse conditions that compel individuals to become self-employed (Cavada, Bobek and Maček, 2017).

In the Israeli context, female entrepreneurs navigate both pull and push dynamics, shaped by cultural norms, economic conditions, and personal ambitions (Heilbrunn, Abu-Asbeh and Nasra, 2014). .

According to pull and push motivation theory, entrepreneurial motivations are frequently described as socially acceptable and unacceptable reasons for becoming an entrepreneur and starting a new company. In designing and implementing entrepreneurial policies during recessions, the two classifications of the reasons for starting a business are crucial because they are not mutually exclusive. Moreover, the research in Mexico about choosing the elements that inspired women to launch their businesses demonstrates that they are motivated by a combination of pull and push stimuli, with the superiority of pull influences for new opportunities (Cavada, Bobek and Maček, 2017).

Pull factors emphasize the favorable incentives that encourage women to undertake business endeavors. These factors included the natural drive for autonomy, self-actualization, independence, creativity, power, and social standing (Greenberg *et al.*, 2019). According to the Global Entrepreneurship Monitor (GEM), pull factors are associated with opportunity-driven entrepreneurship, where individuals recognize a market need or personal ambition and actively pursue business creation (Monitor, 2022; Raimi *et al.*, 2023).

Research conducted in Mexico suggested that most women entrepreneurs are motivated by a combination of pull and push factors, with pull motivations often being dominant. Women who establish businesses based on opportunity recognition are more likely to experience higher growth and innovation potential (Cavada, Bobek and Maček, 2017). Similarly, in Israel, women entrepreneurs who enter business due to a passion for innovation, career advancement, or financial independence often show higher resilience and long-term business sustainability (Abutbul Selinger, Guy and Shnider, 2023). Hence, the need for success, the wish for independence, and the potential for social growth are examples of "pull" factors (Raimi *et al.*, 2023).

In contrast, push factors, are disincentives that compel businesspeople to launch new enterprises. The danger of unemployment, family pressure, people's discontent with their present circumstances, and people's desire to better their economic well-being are all push factors that cause the creation of new enterprises (Raimi *et al.*, 2023). The GEM report refers to push motivations as necessity-driven entrepreneurship, where individuals start businesses due to a lack of viable employment alternatives (Monitor, 2022).

In a different study conducted in China, data was collected from 337 female entrepreneurs and showed three key issues in entrepreneurship: First, the data showed a positive relationship between responsible entrepreneurship and effective female and male entrepreneurs, significantly for females more than males. Second, identifying

entrepreneurship opportunities is necessary for women. The third finding is that gender

discrimination is a barrier for women entrepreneurs. Hence, the results showed the

importance of responsible entrepreneurship and focus on finding opportunities for female

entrepreneurial development (Xie and Wu, 2022). Therefore, the Global Entrepreneurship

Monitor (GEM) refers to the push element as a necessary business (Raimi *et al.*, 2023).

Similarly, in Israel, women who encounter employment restrictions or family

expectations often turn to entrepreneurship as a path to financial stability and work-life

balance (Heilbrunn and Davidovitch, 2011).

Interestingly, push factors do not always lead to negative business outcomes. Many

women leverage difficult circumstances as a catalyst for positive change, transforming

necessity-driven motivations into successful, sustainable enterprises (McGowan *et al.*, 2012).

In this sense, push motivations can sometimes act as precursors to opportunity-driven

entrepreneurship, where women initially start businesses out of necessity but later embrace

the independence and innovation that entrepreneurship provides (Greenberg and Shamai,

2015).

Furthermore, a recent report provided also by the Global Entrepreneurship Monitor

(GEM) in 2020 claimed that there are several reasons why women launch enterprises. Some

women want to make a difference in the world by providing essential goods and services to

those in need. In contrast, others want to build their fortune as a part of self-realization,

continue family traditions, or supplement family income. For males, starting a business is a

great method to overcome the difficulties of a lack of employment and limited possibilities

for work-life balance, as well as a way for many women to obtain autonomy in the workplace

(Monitor, 2022; Raimi *et al.*, 2023).

In the same field, factors that discourage female entrepreneurs from starting their

businesses include guilt regarding vacation time not spent with family, childcare concerns,

and the overall difficulty of balancing being a wife, mother, and entrepreneur. While pull and push variables were present, it is unclear which had the most impact. In other instances, a negative push element served as an opportunity for women to make a positive action they had been thinking about for a while. Many of them were driven by push factors, such as dissatisfaction and lack of opportunities for professional growth, to leave their jobs and launch a business (McGowan *et al.*, 2012).

Greenberg *et al.,* (2019) concluded that female entrepreneurs must understand both the positive and negative aspects of being in charge of their own business, as well as engage in entrepreneurship with a realistic, clear-eyed perspective and an understanding of the dedication needed to be effective. However, that achievement may be defined. While the distinction between pull and push motivations is useful, these factors often overlap in real-world entrepreneurial experiences.

For many Israeli women entrepreneurs, push factors may initiate business ventures, while pull factors sustain a long-term entrepreneurial commitment (Lerner, Brush and Hisrich, 1997). For instance, some women start businesses due to economic necessity but later find fulfillment in autonomy and creative expression. Conversely, others may enter entrepreneurship due to personal ambition but face unexpected financial or social pressures that affect their business trajectory (Rahim, Fabeil and Sung, 2017). This dynamic interaction highlights the importance of contextual factors, such as government policies, family support, and market conditions, in shaping women's entrepreneurial experiences (Aparicio *et al.*, 2022).

In summary, the Pull and Push motivation theory categorizes the reasons individuals, particularly women entrepreneurs, start businesses into two: pull and push factors. Pull factors are the reasons, like the desire for independence, personal success, or social growth, that draw individuals toward entrepreneurship. On the other hand, push factors are

circumstances that compel people to start businesses, such as unemployment, family, dissatisfaction with current work, or financial pressure. This framework highlighted how push and pull factors influence women's entrepreneurial motivations globally, and in Israel, offering insights into the reasons behind women starting businesses and the challenges they encounter.

2. **Theory of Reasoned Action and Motivational Factors**

TRA, developed by Fishbein & Ajzen, (1977), posits that an individual's behavioral intention is shaped by their attitudes toward the behavior and subjective norms, which reflect the perceived social pressure to engage or not engage in a particular action. The Theory of Reasoned Action (TRA) provides a valuable framework for understanding the motivational factors influencing women entrepreneurs' entrepreneurial intentions and performance in Israel. This theory is particularly relevant when examining how personal and social motivation factors drive entrepreneurial behavior among women in Israel.

Within the context of female entrepreneurship, Ajzen, (1980) argued that an entrepreneur's intention to start and sustain a business is influenced by both personal attitudes (such as self-efficacy, achievement orientation, and independence) and external social norms (such as family expectations, cultural beliefs, and institutional support). Applying TRA to the entrepreneurial landscape in Israel, women's business decisions are not solely based on rational economic motives but are also shaped by their perceptions of social expectations and cultural norms (Kirkley, 2016).

Most past studies on women entrepreneurs in the developing world often draw on theoretical viewpoints from different fields. For this reason, it is not easy to comprehend the original business development strategies women entrepreneurs use there (Ogundana *et al.*, 2021). Indeed, institutions in developing nations like Israel have an important impact on female entrepreneurship (Aparicio *et al.*, 2022).

However, the idea of lifestyle entrepreneurship, where non-economic motivations are acknowledged as driving factors for entrepreneurship and the growth of the small-business sector, is the subject of these kinds of initiatives (Lindvert, Laven and Gelbman, 2022). According to a different study of 250 Israeli women business owners, to perform better, women entrepreneurs in Israel should enhance their business abilities, pursue achievement, and get experience in similar industries (Lerner, Brush and Hisrich, 1997).

According to more extensive secondary data, most successful women business owners are extremely motivated by various outside factors. Even though this topic is widely debated, little real research has been done to determine the role of motivation and its effects on overall performance (Katoch, 2022). Women enterprises cannot succeed unless they put in much effort, have a positive perspective, and can overcome difficulties. They may find starting a business appealing when both pull and push factors are present, motivating them to conduct feasibility research on the target company before finalizing it (Rahim, Fabeil and Sung, 2017).

However, the existence of motivating factors is insufficient; the combination of motivation and ability drives female creativity. An excited woman entrepreneur may seek to turn her idea into a business and seize the opportunity within her specific context. When motivated and skilled, women are more capable of innovation. Women entrepreneurs must be empowered to capitalize on their opportunities (Katoch, 2022).

Moreover, motivation in entrepreneurship is often categorized into pull and push factors, which align with TRA's distinction between attitudinal beliefs and normative influences. The push factors, such as economic necessity, job dissatisfaction, and career limitations, force women into entrepreneurship as a means of survival or overcoming employment constraints (Brush, De Bruin and Welter, 2009). Conversely, pull factors, such as self-fulfillment, flexibility, and the pursuit of innovation, drive women toward

entrepreneurship as a proactive career choice (Verheul *et al.*, 2012). According to TRA, these motivational forces shape entrepreneurial intentions, which in turn influence business performance outcomes (Krueger Jr, Reilly and Carsrud, 2000)

Hence, in Israel, institutional structures and societal expectations play a crucial role in shaping women's entrepreneurial intentions. Aparicio *et al.*, (2022) highlighted that institutional support in Israel significantly affects female entrepreneurship, including government policies, access to financial resources, and entrepreneurial networks. This aligns with TRA's notion of subjective norms, as societal endorsement and support systems strengthen women's confidence and ability to engage in entrepreneurial activities (Shirokova, Osiyevskyy and Bogatyreva, 2016).

Based on Kjeldsen and Nielson's model, the researchers support the application of TRA by identifying two primary motivational forces behind women's entrepreneurship: the individual push/pull motivation variables and environmental variables.
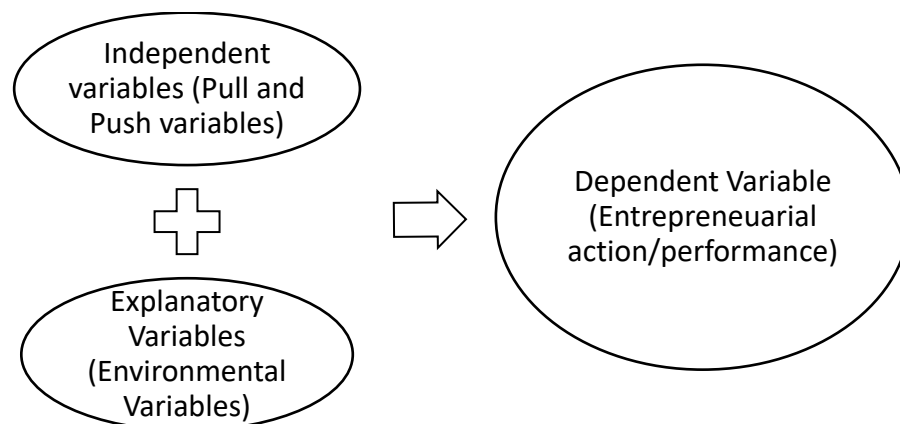
Figure 2.1.

Kjeldsen and Nielson's model (Katoch, 2022).

Both factors impact the performance of women entrepreneurs; These components include the push/pull factor and the surrounding environment. Pull and push factors include

elements like work disappointment, job loss, marriage, knowledge, and resource accessibility; external (environmental) factors include things like family support, government programs to encourage entrepreneurship, and role models (Katoch, 2022).

From a performance perspective, TRA suggested that motivation alone is insufficient for achieving entrepreneurial success. Rather, performance is the outcome of both intentions and capabilities, meaning that women entrepreneurs must possess the necessary skills, knowledge, and external support to translate motivation into successful business operations (Bird, 1988). The presence of strong motivational factors (both personal and social) can drive female entrepreneurs to innovate, adapt, and sustain their businesses, thereby contributing to higher business performance (Katoch, 2022).

3. **Human Society Theory and Entrepreneurial Motivation**

Theories of human society that are relevant to the motivation factors of female entrepreneurs in Israel are complex and cover a range of topics, including prosocial motivations, personal motivations, and cultural and societal norms. In this current study of personal and social motivation factors influencing women entrepreneurs' performance in Israel, the social capital theory provided important frameworks for understanding the relationship between individual motivations and societal structures, particularly in innovation contexts (Heilbrunn, Abu-Asbeh and Nasra, 2014; Vadnjal, 2020; Chatterjee, Shepherd and Wincent, 2022).

In the context of social capital and entrepreneurial motivation, Vadnjal, (2020) explained that social capital is an essential part of intellectual capital developed through personal networks and presents the greatest correlation with innovation commercialization in small businesses. This aligns with the experiences of female entrepreneurs in Israel, who often rely on family, community, and professional networks to access resources, gain market knowledge, and overcome business challenges (Heilbrunn, Abu-Asbeh and Nasra, 2014).

Strong social capital enhances entrepreneurial success by facilitating knowledge exchange, mentorship, and financial support (Greenberg and Shamai, 2015).

In addition, Social capital theory, a key component of human society theories, is particularly relevant to explaining the role of networks, relationships, and institutional support in shaping women's entrepreneurial success (Vadnjal, 2020).

In the context of Entrepreneurship as a Social and Personal Endeavor, entrepreneurship and innovation are linked, both requiring motivation, creativity, skills, and knowledge to thrive (Vadnjal, 2020; Chatterjee, Shepherd and Wincent, 2022). Women entrepreneurs who leverage social capital effectively can improve business performance, expand market reach, and gain institutional recognition (Abutbul Selinger, Guy and Shnider, 2023). However, sociocultural barriers may limit women's access to entrepreneurial ecosystems, restricting their ability to fully utilize social networks for business growth (Heilbrunn and Davidovitch, 2011). This underscores the importance of government initiatives and policy interventions in fostering an inclusive entrepreneurial environment (Aparicio *et al.*, 2022).

The human society theory in this context emphasizes how social relationships, personal development, and work-life balance evolve and influence entrepreneurial performance. For instance, Rahim, Fabeil and Sung, (2017) argued that women entrepreneurs must exhibit resilience, adaptability, and self-confidence to succeed in business, particularly in competitive and male-dominated industries. Additionally, Heilbrunn, Abu-Asbeh and Nasra, (2014) highlighted that women entrepreneurs in Israel often face double burden pressures, balancing family responsibilities with business commitments. Work-life balance remains a crucial factor affecting entrepreneurial motivation, with many women starting businesses to gain flexibility and autonomy (Heilbrunn and Davidovitch, 2011).

Lastly, in the context of the role of societal norms and institutional support, cultural expectations and societal norms play a significant role in shaping entrepreneurial behavior among Israeli women (Greenberg and Shamai, 2015; Vadnjal, 2020). Aparicio *et al.*, (2022) suggested that institutions and policies directly impact female entrepreneurship by either facilitating or constraining business opportunities. Traditional gender norms, for instance, may influence women's access to funding, networking opportunities, and market expansion (Lerner, Brush and Hisrich, 1997).

However, recent studies indicated that women entrepreneurs are increasingly redefining business success beyond economic gain, prioritizing social impact, personal fulfillment, and innovation (Monitor, 2022). This shift highlighted the need for a more nuanced understanding of female entrepreneurship that goes beyond conventional business growth models (McGowan *et al.*, 2012).

In summary, the combination of personal and social motivation factors across women entrepreneurs' performance in Israel can be explained through these proposed theories related to this study:

Personal factors are driven by individual goals like achievements (personal growth), a sense of independence, economic stability, and work-life balance. These factors are shaped by various motivations that drive individuals to pursue entrepreneurship.

Social factors involve the role of family, community, gender viewpoint, and networks in providing support. These networks help women entrepreneurs overcome challenges, access opportunities, and enhance performance.

In essence, these theories emphasize that women's entrepreneurial performance in Israel results from a dynamic interaction between personal motivations and social motivators, such as societal expectations and family support, shaping women's entrepreneurial journeys. Recognizing these dynamics is crucial for developing policies and initiatives that empower

women entrepreneurs in Israel. Thus, the three theories above provided valuable frameworks for understanding the personal and social motivational factors influencing the performance of female entrepreneurs in Israel, overcoming challenges, and sustaining business growth.

2.4 Personal and Social Motivation Factors

Studies of individual factors influencing performance are prevalent, although most of them were not conducted in Israel (Malach-Pines and Schwartz, 2006; Greenberg and Shamai, 2015; Abutbul Selinger, Guy and Shnider, 2023). Since this study aimed to provide an in-depth understanding of the influence of motivation factors on business performance, the study mainly focused on personal and social factors that influence female entrepreneur's performance. The following discussion is organized around six motivational theoretical perspectives, all of which collectively influence the business performance of women entrepreneurs in Israel, within small businesses. These six perspectives categorized the personal and social motivational factors and are represented in a new model developed by the author: (1) achievement, (2) a sense of independence, (3) economic factors, (4) work-life balance, (5) a sense of community, (6) and the gender factor. Figure 2.2. reflected the Model of female entrepreneurs' business performance in Israel.
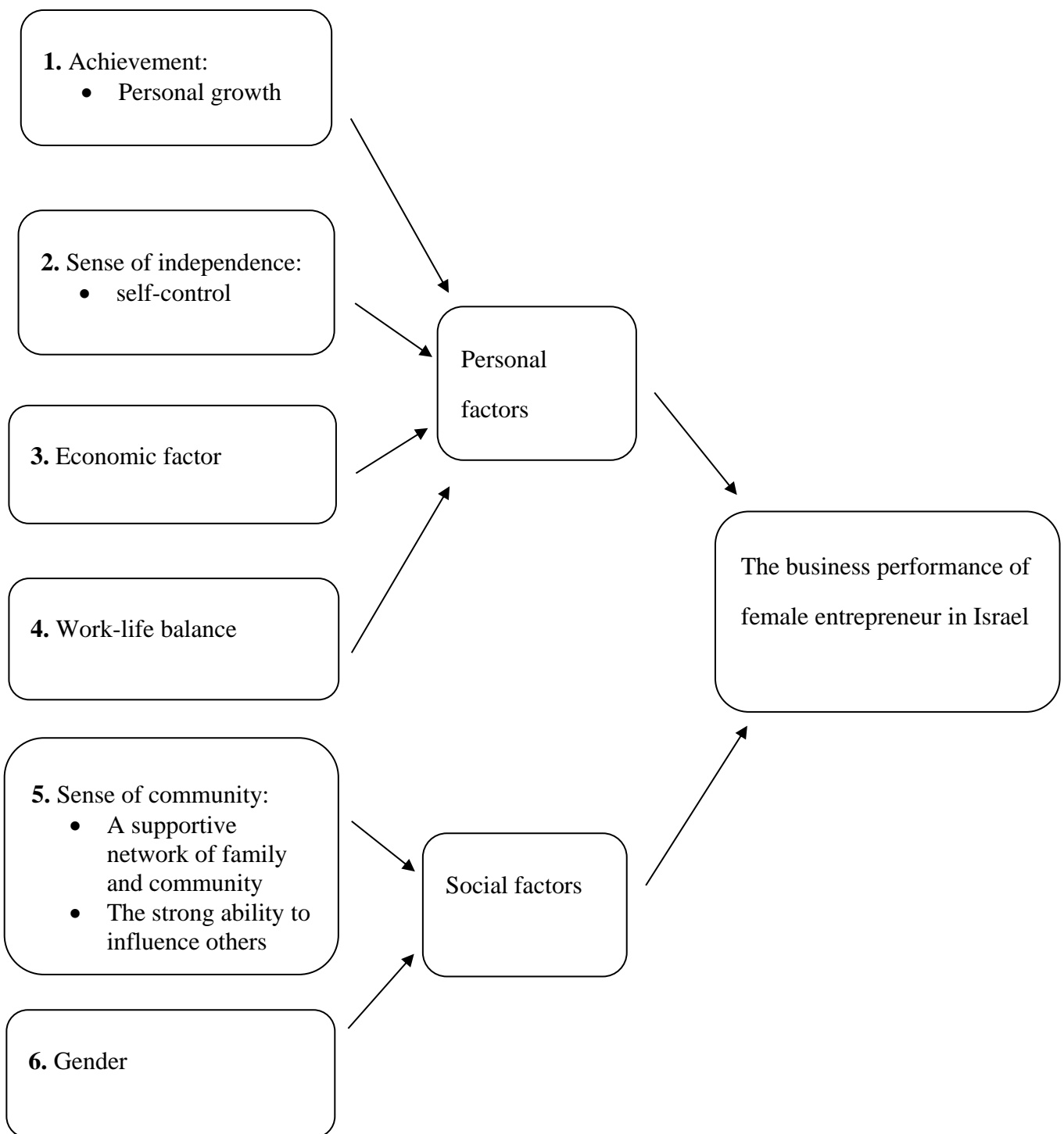
Figure 2.2.

Model of female entrepreneur's business performance in Israel (Author's work).

This study explored how personal and social motivational factors shape the

entrepreneurial experiences and perceived business performance of female entrepreneurs in

Israel. The author developed a model to structure these factors specifically for this research **(See Figure 2.2)**. These factors provided a structured framework for understanding how motivation influences entrepreneurial outcomes. Each of the driving factors faced by female entrepreneurs is explained in detail below:

1. In terms of **achievement**, focusing on personal growth as a motivation factor, Lindvert, Laven and Gelbman, (2022) have found two main themes about women entrepreneurs in Nazareth, a city in Israel. The first theme encapsulates the driving forces and motivated approaches behind why women started their businesses in the historic market area in Nazareth. The study participants stated that they engaged in entrepreneurship for three distinct social reasons: (1) their fulfillment, (2) the benefit of all women as a group, and (3) the benefit of the entire community.

   The second topic highlights the special position that women business owners occupy and how well-suited they are to contribute significantly to revitalizing the old city. Similarly. Laguía *et al.*, (2022) pointed out that women's aspirations for an entrepreneurial career may rise if negative stereotypes about women in business are reduced. Maximizing mentorship and training programs is crucial to improving women's confidence in their business abilities and skills. Moreover, according (Agarwal *et al.*, 2020) it is important to encourage the community by creating more growth opportunities for other women to obtain employment that offers financial independence, prestige, and social acknowledgment.

2. The personal factor in this model included also the **sense of independence** as a motivational element. In 2019, approximately 174,400 women in Israel worked independently, which is 9.1% of all employed women. The gender division of labor is unequal and harms the performance of mothers in the labor market. 37% of 20–44-year-olds who are currently employed or were previously employed and had children

changed employment following the birth of a child: 53% of women and 18% of men.
24% of the women left the job market to raise children, 19% of the women reduced
their percentage of work, 3% of the women went on unpaid leave, 3% of the women
changed their place of employment, and 2% changed their profession or position
(about 3% made another change in employment) (Central Bureau of Statistics on
Israel, 2020). This highlights the intersection of entrepreneurship with work-life
balance as a pathway to autonomy (Hisrich and Brush, 1985; Katoch, 2022). Over the
past three decades, the significance of sustainability and the crucial role of
entrepreneurs in resolving social and environmental issues have greatly increased the
importance of corporate social responsibility. Entrepreneurial activity should naturally
begin by looking at the external environment because of the environment's direct and
significant influence on business operations. Recent changes in the environmental
context of developing countries have endorsed entrepreneurial behavior, promoting
the rise of new fresh enterprises (Cai *et al.*, 2022). Further, according to Agarwal *et
al.*, (2020), women entrepreneurs can adapt themselves to the current market needs;
and they have special abilities and skills of creative orientation, effective leadership,
social and self-awareness, and recognition of equal opportunities.

Hence, researchers showed that women entrepreneurs exhibit adaptability, leadership,
and innovation, making them well-suited to navigating complex market dynamics
(Agarwal *et al.*, 2020; Cai *et al.*, 2022). Female entrepreneurs are regarded as a group
with disadvantages, and as a whole, they typically experience slow growth and
earnings in their businesses. It has been recognized that female businesses can be
assimilated into the mainstream of business by offering them assistance like in-person
training, financial loans, and free management assistance. Furthermore, it has been
discovered that aid in the form of mentorship and training helps increase female

entrepreneurs' motivation and independence and perform better in their businesses. For female business owners, incubation is also helpful because it allows them to make income, increase opportunities for jobs, and add value to the economy and society (Assenova, 2020).

3. **Economic** factors included the cash ability to finance, tax financial impetus, the restrictions imposed by red government red tape or regulations, implementation policies failure that help small businesses, a lack of previous economic specialty, a passion for delivering financial projections, and more (Mansor *et al.*, 2020). One of the prime results from a study on female entrepreneurs in the East Java region supports the idea that financial self-efficacy impacts women entrepreneurs' performance. Positive financial self-efficacy has a large favorable impact on the managerial success of small and mid-size enterprises (SMEs) by women business owners in East Java. Greater confidence in financial administration leads to better funding and investment choices, which boosts business success and gives greater control over the company. The most recent research reveals a favorable and substantial correlation between financial self-efficacy and (SME) success (Asandimitra and Kautsar, 2017). Getting support from financial institutions and non-governmental groups may also help women entrepreneurs in Israel overcome obstacles and encourage the growth of their companies. The drive for success and accomplishment is a key component that motivates Israeli women entrepreneurs to overcome challenges, achieve their business goals, and significantly influence the nation's entrepreneurial landscape. In addition to factors like proper childcare, which included flexibility and independence, policies that support women in business or encourage them to launch their own companies must be considered. This is the intersection of economic and social policy issues (McGowan *et al.*, 2012).

4. **Work-Life Balance**, a survey done in Israel about the situation of women entrepreneurs' motivation showed that the existence of special arrangements that support women entrepreneurs, and take into account whether she has a family or not leads to more effective work and creates entrepreneurial women with great motivation to perform the work in the best way (Hisrich and O'Brien, 1982; Hisrich and Brush, 1985). Based on another study, most women start their own companies to give their families more free time, and their operations are typically centered around this idea: balance between their work and life (Katoch, 2022). Hence, studies indicate that women often choose entrepreneurship to gain flexibility and accommodate family commitments (Hisrich and O'Brien, 1982; Katoch, 2022). Research suggests that supportive workplace policies, such as childcare accessibility and flexible working hours, enhance women's ability to sustain their businesses while managing family life. Additionally, findings showed that Israeli female entrepreneurs experience higher business success rates when they operate within a supportive family structure (Agarwal *et al.*, 2020). Comparative studies also highlighted that countries with stronger parental leave and childcare support systems see higher female entrepreneurship rates (OECD, 2016).

5. Another one of the factors suggested for women entrepreneurs to feel motivated is good social work (Mustapha, 2016). In explaining the **sense of community**, this social factor included: (1) a supportive network of family and community, and (2) the strong ability to influence others in the same field of entrepreneurs. Women entrepreneurs typically start with modest careers and endeavors, focusing on problems with local resonance but global significance, such as job creation and innovation, inspiring other women to become business owners, promoting independence, or aiding the underprivileged. Social entrepreneurs hold that the effect on beneficiaries,

other business owners, employees, and societal norms creates women's equality

and can provide more. By creating more social businesses that give other women

employment with financial freedom, prestige, and social recognition, humans can

better support society (Agarwal *et al.*, 2020). Additionally, women entrepreneurs

must maintain positive relationships with a variety of influencers to succeed in the

company and maximize their potential. Women business owners, for instance, must

constantly keep positive social relationships with their suppliers, clients, workers,

government officials, middlemen, banks, and other parties. Women entrepreneurs

should always build strong networks with these groups if they want to be successful.

Establishing positive relationships with these groups has many advantages; by giving

women entrepreneurs the proper business opportunities, they can assist in helping to

solve the issues that the entrepreneurs encounter (Rahim, Fabeil and Sung, 2017). For

another example, several motivated female entrepreneurs in Qatar are ready to take on

the role of business investors to support the growth of other enterprises, collaborate

with other women, give back to society, and support the long-term viability of their

nearby areas (Al-Qahtani *et al.*, 2022). Mansor *et al.*, (2020) also claimed that

universities must comprehend how their students' perceptions of their goals for

engaging in business behavior are influenced by social support from social networks,

as much as women can be encouraged to become entrepreneurs in the future through

the examples of other successful entrepreneurs tales. Lack of family support, prior

professional experience outside the home, and abstract ambitions and exaggerated

expectations of venture development achievements were common among the

floundering women entrepreneurs (Chatterjee, Shepherd and Wincent, 2022).

Similarly, women in African culture, religion, and family systems are seen as inferior

to men. As a result, women are primarily responsible for caring for their family

members and kids. Women's entrepreneurship in this context may likely take a

different course than women's entrepreneurship in developed countries, where

commercial operating conditions are more potent and successful, as a result of these

institutional gaps and the distinctiveness of West African socio-cultural values

(Ogundana *et al.*, 2021).

According to a report by the Central Bureau of Statistics on Israel, (2020), childbirth

and parenthood are critical turning points in the lives of couples, especially women.

Parenting requires a lot of resources and time, which sharply affects decision-making,

the gender division of labor in the family unit, and employment in the short and long

term.

Family support is another one of the factors suggested for women entrepreneurs to

feel motivated (Mustapha, 2016). Ogundana *et al.*, (2021) said that some of their

relatives back their market entry. Additionally, in the context of motherhood, the

authors added that there is evidence to suggest that motherhood can impede the

expansion of women-owned businesses, particularly in environments where

entrepreneurship is viewed as a male-dominated field, where relatives believe that

women are unlikely to succeed in business, and where there are conflicts between

women's family and work. In such cases, parenting might prevent the expansion of

women-run businesses. This could imply that there are reasons that affect whether

having children has a good or negative impact on expanding women-owned

businesses. Therefore, it's important to completely comprehend how family influences

the motivation of women-owned businesses and how they also benefit from numerous

recommendations they get from relatives and friends. Heilbrunn, Abu-Asbeh and

Nasra, (2014) claimed that given the possible results that limited family support may

have on the entrepreneurial process before start-up, it's likely that those who don't expect family assistance wouldn't even go through with starting a firm. Therefore, Social capital, including mentorship, professional networking, and collaboration with other women entrepreneurs, plays a crucial role in overcoming challenges and sustaining business growth (Rahim, Fabeil and Sung, 2017). Studies showed that women who maintain strong business relationships with suppliers, customers, and policymakers experience greater market stability and expansion (Al-Qahtani *et al.*, 2022). Moreover, entrepreneurial role models positively influence women's career choices, as exposure to successful female entrepreneurs increases motivation and ambition (Mansor *et al.*, 2020).

6. The **gendered** viewpoint in entrepreneurship study, which emphasizes the driving factors that lead to company formation, has highlighted the differences between male and female entrepreneurs. As a result, financial issues appear to be a driving force behind female businesses, which many of them often also pursue for personal growth. Despite some proof supporting certain parts of women's motivation, the study still needed to fully understand how driving factors for starting new businesses vary depending on gender (Jafari-Sadeghi, 2020). Both female-specific and gender-neutral reasons have supported long-standing studies of gender differences in entrepreneurship, but none of these theories are widely accepted (Gawel and Głodowska, 2021). Yet, the Global Entrepreneurship Monitor (GEM) conducted a survey of 45 nations from year 2013 to year 2015 and found that both male and female entrepreneurs were participating at higher rates year over year, indicating gender equality and a drive for innovation and new business opportunities (Kelley, Singer and Herrington, 2015).

. Different studies about gender and motivation found that gender is not a factor in entrepreneurship, but a disturbing truth that women face more obstacles than men do regularly (Agarwal *et al.*, 2020). However, women's motivation and chances to start high-growth businesses are restricted by gendered processes, which results in large differences between men and women at various stages, including the starting and funding stages (Guzman and Kacperczyk, 2019).

In addition, another finding discovered that women typically benefit from differences when they have the opportunity, and, although women entrepreneurs differ from men in some areas (for example, they are driven more by achievement and less by position). Most of the challenges they face when starting or running a business are similar to those faced by men and have more to do with the nature of the industry as a whole than with their gender. As a result, women's enterprises showed greater economic success. They required less assistance with late payments, as men's firms were more established and men characterized themselves as more self-assured and enthusiastic. Still, even though there were considerably more similarities than differences between male and female small business entrepreneurs, women had a higher level of education than men (Malach-Pines and Schwartz, 2006). Naturally, the number of years spent in school and the educational level of women are related. Compared to men, just 70% of entrepreneurs are college graduates, whereas 84% of women have a college degree or above (Greenberg *et al.*, 2019). Based on different study, Aragon-Mendoza, Raposo and Roig-Dobón, (2016) ran an experiment with 25 nations at various stages of development, they searched the way women and men process information when making decisions. The finding showed that women can process information equally to men's information processing, and this proves that the approach of gender equality in developed countries is beneficial. Moreover, it was

suggested that female entrepreneurs are more likely to succeed in business than men are if they are exposed to local markets more frequently when they start their firms (Welsh *et al.*, 2023).

The model in **Figure 2.2** highlights how personal and social motivational factors shape the entrepreneurial performance of women in Israel. Achievement, sense of independence, economic empowerment, work-life balance, sense of community, and gendered influences play key roles in driving entrepreneurial success. Recognizing and addressing these motivational factors is essential for fostering a thriving ecosystem for women entrepreneurs in Israel**.**

2.5 Entrepreneurship and Small Business

Our present way of living centers on entrepreneurship. Entrepreneurship can be said to be as long ago as history itself because it can be historically tracked back to the rise of human society. There has been a tremendous increase in interest in and results from research in this area across fields, and it is regarded as the foundation of any country's economy (Bhargava, 2008). One of the most significant aspects of today's business is entrepreneurship (Guzman and Kacperczyk, 2019).

Entrepreneurship is to launch a new business, involving risks and opportunities. A person who wishes to implement an idea to upend the market with a novel product or service is considered to be an entrepreneur. Entrepreneurs establish new enterprises, markets, products, and technologies, making them ideal for research and development with practices. Entrepreneurs might help find solutions to issues that current technology and products cannot address. Traditional entrepreneurship groups are small businesses, start-ups, big corporations, and social entrepreneurs. Typically, an entrepreneur will begin operating a new company while looking for the dangers of doing so (Tripathi *et al.*, 2022). In short, an entrepreneur is someone who establishes a new business by taking on challenges to generate revenues,

identifying compelling incentives, and gathering the resources required to capitalize on those opportunities (Ughetto *et al.*, 2020).

Small enterprises are becoming more and more prevalent in Israel. They have grown by 3% annually over the last 20 years. By the end of 2017, there were over 540,000 small enterprises in Israel, up from 383,000 at the beginning of the year. Over time, this rate has quietly increased. Small enterprises significantly contribute to the economies of the majority of European nations as well as those of Israel, both locally and nationally. In Israel, about 175,000 small businesses operate with up to four people; 51 percent of them are self-employed companies, meaning the owner works alone. Combined, they account for 35% of the nation's business private sector and employ 11% of its workforce. Together, freelancers and small businesses contribute 100,529 million ILS (or 20% of the business product) to the economy annually, and their combined labor productivity is approximately 171,759 ILS per employee. Instead of being motivated by their own choices, women's small business endeavors are led by challenges and limitations; while younger women are motivated by a lack of employment prospects, a thicker glass ceiling, and the challenge of locating a good career with opportunities for personal growth, older women are typically motivated by their need for a source of money (Greenberg *et al.*, 2019).

2.6 Women and Entrepreneurship

Over the last few decades, the reason for global economic growth has been increased female labor participation. The best way to combat poverty and financial issues is to involve women in the workforce as much as possible (Alnawafleh, 2020). On one hand, women are becoming more independent and interested in entrepreneurship (Katoch, 2022). And they increasingly participate in entrepreneurship (Jafari-Sadeghi, 2020). On the other hand, in general, women in managerial positions are more outspoken, the responsibility assigned to them is more difficult, and they are at the bottom of the ladder in the hierarchical approach to

promoting their position (Alber, 2013), as well as they were likely to be suppressed, depart from the norm, and encounter some new complexities due to their racial backgrounds, as example of childhood, parental support, educational institutions, age, work experience, and environmental effects, which are examples of background characteristics (Katoch, 2022a).

Female social entrepreneurs' first ventures are small—to medium-sized careers and activities. They focused on local, national, and international issues, such as job creation, innovation, and creation, supporting other women in entrepreneurship and autonomy, or guiding those who need assistance (Agarwal *et al.*, 2020).

2.7 Motivation

The desire to do something for a particular reason, such as a necessity, preference, desire, or urge, is referred to as motivation (Katoch, 2022).

Three motivation types were identified: (1) achievement, (2) independence, and (3) economic necessity. Achievement as a type of motivation is related to personal income, revenues are linked with independence while the economic need is related to profitability (Lerner, Brush and Hisrich, 1997). Others maintain the process that initiates, directs, and sustains goal-oriented behaviors referred to as motivation. It motivates people to act to fulfill a need, anticipate, or objective (Gopalan *et al.*, 2017).

Psychologists have made significant contributions to our knowledge of motivational processes. Motivation examines why people behave the way they do: what initiates this behavior and what guides, inspires, maintains, and ultimately ends action. Motivation experts examined the person performers or the choice of behavior by:

1. The time it takes an individual to initiate the activity
2. The latency of the act of behavior; how long the individual works at the action, the intensity of behavior; the way long a person stays at the activity

3. The constancy of acts; and what the person believes and feels while doing the activity or after

4. The mental and emotional reactions that follow the activity.

This emphasis on a sequence of events leading to success is quite striking (Graham and Weiner, 2012).

2.8 Relationships and Support Systems on Female Entrepreneurship

Relationships and support systems play a critical role in the success of female entrepreneurs. Strong professional networks, family support, and mentorship programs contribute to increased confidence, better decision-making, and sustainable business growth. However, social obstacles remain a significant challenge. Limited access to professional networks, gender biases in business relationships, and difficulties in securing mentorship create barriers to entrepreneurial success (OECD, 2016; Aparicio *et al.*, 2022). Many female entrepreneurs struggle to integrate into male-dominated business networks, which restricts access to capital, partnerships, and knowledge-sharing opportunities (Welsh *et al.*, 2023). Additionally, work-life integration remains a challenge, as societal expectations often place a disproportionate burden of family responsibilities on women, limiting their ability to commit fully to business growth (Assenova, 2020).

These social barriers hinder business scalability and long-term sustainability, underscoring the need for structured support systems to facilitate women's entrepreneurial success (Aparicio *et al.*, 2022; Welsh *et al.*, 2023).

2.9 The Significance of Institutional Support in Women's Entrepreneurship

Institutional support is essential for promoting female entrepreneurship by facilitating access to capital, and mentorship. Government policies, financial grants, and women-focused business networks significantly impact entrepreneurial success (OECD, 2016). Programs that support business education and skill development enable women to overcome entry barriers

and sustain long-term business operations (Aparicio *et al.*, 2022). Additionally, entrepreneurial incubators and accelerators create opportunities for networking and collaboration, improving women's access to markets and resources (Assenova, 2020).

2.10 Technological Entrepreneurship Among Women

The digital economy has expanded opportunities for female entrepreneurs, allowing them to establish businesses beyond traditional constraints. Studies indicate that women leveraging e-commerce and digital platforms experience higher flexibility and market reach (Ughetto *et al.*, 2020). However, despite the growth of women in technology-driven entrepreneurship, barriers such as limited access to venture capital and gender biases in the tech industry persist (Guzman and Kacperczyk, 2019). Strengthening policies that encourage female participation in entrepreneurship digital programs is vital for economic inclusion and innovation (Welsh *et al.*, 2023).

Thus, the increasing role of technology in entrepreneurship provides Israeli women with new avenues for business growth, aligning with this study's focus on personal and social motivation factors as key drivers of business performance.

2.11 Summary

José Ernesto Amorós, Chair of the Global Entrepreneurship Research Association (GERA), an organization that oversees GEM, stated that to effectively support female entrepreneurs, it is essential to consider their unique goals and motivations rather than merely relying on statistical indicators such as business registration numbers (*Challenging Bias and Stereotypes*, 2022). As a woman seeking to balance competing demands from both personal and professional circles, as well as the responsibilities of being a spouse, mother, career, and entrepreneur, the need to manage these roles continues to be the female entrepreneur's version of the desire for better performance (McGowan *et al.*, 2012).

While pointing out the way the study proceeds to increase knowledge about the research problem and identify new areas of motivation across business performance, the study also offered key recommendations and valuable insights for policymakers to assist and support the efforts of female entrepreneurs, presenting a fresh perspective on female entrepreneurship, particularly in small businesses in Israel.

The chapter provided an in-depth exploration of the key factors influencing women entrepreneurs in Israel, particularly in small businesses. And examined the entrepreneurial landscape, the increasing role of women in business, and the motivations that drive their entrepreneurial activities. Additionally, the chapter highlighted the critical role of institutional support and technological advancements in shaping women's entrepreneurial journeys.

Hence, this chapter identifies a new area of motivational factors affecting the performance of female entrepreneurs in Israel's small business sector, an area that has not been extensively researched.

CHAPTER III:

METHODOLOGY

3.1 Introduction

Female entrepreneurs in Israel are constantly busy being well prepared, strong, and brave enough to move by all stakeholders, it has been mostly a challenge to define the concept of entrepreneur for women in the Middle East, especially in Israel (Lerner, Brush and Hisrich, 1997; Heilbrunn, Abu-Asbeh and Nasra, 2014; Lindvert, Laven and Gelbman, 2022). A key issue facing female entrepreneurs in Israel is the lack of sufficient personal and social motivational factors influencing their business performance, as well as the absence of documented connections between personal, social, and economic expansion (Lerner, Brush and Hisrich, 1997; Cavada, Bobek and Maček, 2017; Lindvert, Laven and Gelbman, 2022). While the topic of female entrepreneurship motivation has been extensively studied (McGowan *et al.*, 2012; Katoch, 2022; Xie and Wu, 2022); there is a gap in research specifically addressing Israeli female entrepreneurs. Although some studies have explored factors impacting the motivation of female and male entrepreneurs in Israel, few have examined the motivational drivers behind the growth of women who own small businesses. In particular, there is limited research on how personal and social motivational factors influence their business performance (Malach-Pines and Schwartz, 2006; Greenberg and Shamai, 2015; Abutbul Selinger, Guy and Shnider, 2023).

Hence, the study's purpose was to achieve a deep understanding of how motivation factors contribute to business performance; in the context of small-sized enterprises owned by female entrepreneurs in Israel, and how they operate their enterprises while balancing responsibilities and commitments, helping to fill the gap in the literature regarding entrepreneurship in this region. By conducting in-depth interviews, this research intended to explore the experiences, attitudes, and beliefs of women entrepreneurs in Israel, in addition,

the research problem appeared to focus on understanding and identifying crucial entrepreneurial skills among women entrepreneurs, particularly in Israel and in the context of the growth of small-sized enterprises.

According to Lerner, Brush and Hisrich, (1997) despite having higher levels of education than men, women in Israel face occupational discrimination and make less money. For many, entrepreneurship provides a path to economic parity. The findings suggested that women entrepreneurs in Israel should acquire relevant industry experience, improve their business skills, and aim for more to perform well. Thus, there were two particular issues in this field of study:

1. There has been little research on female entrepreneurship, motivation, and well-being in Israel, with little emphasis on in-depth knowledge at the individual level of performance, behavior, and experience (Malach-Pines and Schwartz, 2006; Greenberg and Shamai, 2015; Katoch, 2022; Abutbul Selinger, Guy and Shnider, 2023).

2. Because of the lack of awareness of the significance of driven women entrepreneurs in Israel, they will eventually reach a low-performance level. That, in addition to a promising future, may deter female entrepreneurs from providing a vibrant work environment and an organizational culture of fresh learning and progress (Lerner, Brush and Hisrich, 1997; Cavada, Bobek and Maček, 2017; Guzman and Kacperczyk, 2019; Lindvert, Laven and Gelbman, 2022).

Hence, the lack of personal and social motivational factors that influence business performance is a significant issue for the performance of female entrepreneurs in Israel. While entrepreneurial motivation has been widely studied globally, limited research exists on how these motivational forces drive the growth of women entrepreneurs who own small

businesses in Israel (Malach-Pines and Schwartz, 2006; Greenberg and Shamai, 2015;

Abutbul Selinger, Guy and Shnider, 2023).

Two research questions for this qualitative study, which aimed to deepen the

understanding of the influence of personal and social motivational factors across the business

performance of women entrepreneurs in Israel, are as follows:

Research Question 1: How do personal and social motivational factors influence the

business performance of female entrepreneurs in Israel?

Research Question 2: How do women entrepreneurs manage their businesses while

balancing responsibilities and commitments that extend beyond the specific challenges of

their industry?

The research questions were designed to be broad enough to allow for a

comprehensive exploration of the topic and specific enough to provide a clear focus for the

research. They were centered around two key areas: personal and social motivational factors

and the business performance of female entrepreneurs in Israel.

The study focused on the personal and social motivation factors that impact the

performance of female entrepreneurs in Israel. The research questions also allowed for the

use of research methods, including qualitative approaches, to provide a rich and detailed

understanding of the topic.

In summary, Several studies worldwide on the determinants of women's

entrepreneurship in diverse circumstances have informed this subject of women's

entrepreneurship (Lerner, Brush and Hisrich, 1997; Lindvert, Laven and Gelbman, 2022).

Personal and social support, work-life balance, gender factors, supportive network of family

and community, personal growth, independence, and financial stability have all been

highlighted as characteristics influencing women's entrepreneurial performance in this

research. Thus, this research sought to examine how these characteristics apply specifically to

Israel and whether these unique personal and social motivational factors significantly affect women's entrepreneurial performance in this particular context.

3.2 Research Methods and Design(s)

The design and research method for this study has been carefully chosen to align with its exploratory nature and specific objectives. The goal is to understand the personal and social motivational factors that impact the business performance of women entrepreneurs in Israel. Given the complex, subjective, and personal experiences involved in entrepreneurship, a **qualitative research design** has been selected. The chosen method and design for this study—qualitative research using semi-structured in-depth interviews—were selected over other approaches because they are particularly well-suited for exploring the personal experiences of female entrepreneurs in Israel.

The qualitative research allowed for an in-depth understanding of how personal and social motivational factors influence business performance and the flexibility needed to uncover nuanced insights that quantitative methods may not fully capture. Semi-structured interviews offer a flexible yet organized framework for collecting rich, detailed responses. This method enabled participants to communicate and share their individual experiences, beliefs, and challenges in their own words while still providing consistency across interviews. Unlike purely structured interviews or surveys, which limit the depth of responses, semi-structured interviews allow for probing deeper into specific areas that may emerge during the conversation, giving a more holistic view of the participants' perspectives.

Additionally, a qualitative approach is ideal for exploratory research like this, where there is less knowledge about the area of motivations and performance of women entrepreneurs in Israel. It offers the adaptability to explore new themes or factors that may arise during the research process, making it the most suitable method for gaining insights into complex social and personal dynamics.

Elaboration on the Chosen Research Design

The chosen design is a case study, specifically focused on three issues:

First, understanding the lived experiences and motivations of female entrepreneurs in Israel.

This design is well-suited for addressing the study's aim of exploring how motivational

factors (both personal and social) affect business performance. Case studies allowed for the

detailed investigation of a particular group (in this case, women entrepreneurs) within their

real-life context, making it appropriate for this study. Second, gather rich, in-depth data

through multiple sources, primarily semi-structured interviews, while focusing on how these

women navigate entrepreneurial challenges and manage their business performance. Third,

this design is highly suitable for **exploratory research**, particularly when existing knowledge

is limited, as is the case with the role of motivational factors among women entrepreneurs in

Israel.

Design Steps

This study proceeds in several clear stages:

1. Literature Review: This study started with an existing literature review to
   contextualize the theoretical framework and identify gaps in knowledge regarding
   the motivations of female entrepreneurs in Israel and their performance.

2. Participant Selection: Purposive sampling is used to select a diverse group of
   female entrepreneurs in Israel, ensuring that the participants represent a variety of
   ages, business sizes, and experiences. The selection criteria are based on the
   research questions and the need to explore a range of motivational experiences
   and performances

3. Data Collection: Semi-structured, in-depth interviews were conducted. These
   interviews were chosen because they provided both structure and flexibility.
   Participants were asked a set of core questions, the semi-structured format

allowed for follow-up questions based on responses, enabling a deeper exploration of unforeseen topics.

4. Data Analysis: The data were analyzed through thematic analysis, a method appropriate for identifying patterns and themes within qualitative data. The inductive approach helped connect these themes back to the research questions and theoretical framework.

5. Ethical Considerations**:** Participants were informed of their rights and provided written consent for their participation and the recording of interviews.

Rationale for the Research Design

The case study design is an ideal method for this research because it:

1. **Allowed for an in-depth exploration** of the motivations and experiences of a specific and defined group: female entrepreneurs in Israel.

2. **Supported the exploratory nature** of the research, focusing on the contemporary event: developing a detailed understanding of motivational factors, which have not been extensively studied in this context, so this study has not been done before.

3. **Provided flexibility:** Semi-structured interviews enabled the researcher to collect comprehensive, qualitative data, revealing insights into both anticipated and unanticipated aspects of entrepreneurial motivation.

4. **Addressed the study's goals:** It allowed the research to delve into the personal and social contexts affecting these women, understanding their lived experiences, rather than merely measuring variables (Scoreboard, 2019).

The case study approach is also optimal because it connected theoretical constructs with real-world examples, and helped to operationalize concepts such as personal and social

motivational factors. These insights can inform broader discussions on supporting female entrepreneurship in similar contexts.

In the context of reliability, the research design included steps to mitigate participant error, participant bias, researcher error, and researcher bias. Ensuring the standardization of questions and maintaining a neutral interviewing style helped achieve new, consistent, and reliable data. In terms of validity, the study took into account three factors:

1. Construct validity is addressed by clearly defining and operationalizing the motivational factors being studied, which have not been extensively explored in previous research within this specific context.

2. Internal validity is considered by demonstrating a relationship between motivational factors and business performance, where higher levels of motivation are expected to correlate with better business performance.

3. External validity is ensured by purposive sampling, which allows the sample to represent the broader population of female entrepreneurs in Israel. Focusing on specific characteristics relevant to the research questions, taking into account the age and size of the business, which is related to the external perspective of the research validity.

The design's careful consideration of these elements ensures that the chosen methodology is the best fit for achieving the purpose of the study and answering the research questions.

3.3 Population

The population selected for this study consists of the entire group of female entrepreneurs in Israel, aged 18-60, who have established small businesses on their own initiative. This population is specifically relevant to address the study's main problem of

understanding how personal and social motivational factors influence business performance among female entrepreneurs in Israel.

In Israel, the small business sector has seen steady growth over the past 20 years, with over 540,000 small businesses recorded as of 2017. These businesses employ about 11% of the workforce and account for 35% of the private business sector, making them an important portion of Israel's economy. In particular, self-employed people make up over half of these small firms, and many of them function independently without the help of a second person. Furthermore, almost 20% of Israel's national economy comes from small businesses (Scoreboard, 2019).

In this context, Greenberg *et al.*,(2019) Claimed that small businesses are highly prevalent in Israel's economy, with more than 540,000 registered by 2017 and a growth rate of approximately 3% per year over the last two decades (OECD, 2016). The small business sector, which includes businesses with up to four employees, makes up 35% of the national private sector, employing around 11% of the workforce and contributing nearly 100.5 billion ILS (20% of the business product) to the economy annually. This economic footprint showed that small businesses, including women-run businesses, significantly impact Israel's economy (Greenberg *et al.*, 2019).

As of 2019, approximately 174,400 women in Israel were self-employed, comprising 9.1% of the total employed female population. The gender division of labor in Israel remains marked by significant inequality. This impacts mothers in particular: 53% of employed women aged 20-44 altered their employment following childbirth, including leaving the workforce, reducing work hours, or shifting roles. Such shifts underline the additional balancing challenges that many women entrepreneurs must consider in their business motivations and performance (Central Bureau of Statistics on Israel, 2020).

The chosen population is highly appropriate because:

Alignment with Study Focus: Their experiences as female entrepreneurs are shaped by personal motivation, such as financial independence, and social motivators like supportive networks of family. This aligns directly with the study's aim of exploring the role of these factors in business performance.

Contribution to Knowledge: Women entrepreneurs face unique socio-economic and cultural challenges in Israel, where gender roles and family responsibilities still play a significant part. This population's insights contributed valuable data on how Israeli women navigate these dynamics to enhance their business performance.

Relevance to Economic and Social Context: Given that small businesses constitute a substantial part of Israel's economy, understanding the motivations and performance of female small business owners provides insights that could benefit local economic policy and support systems for entrepreneurs.

The chosen population of female entrepreneurs in Israel is relevant and critical for addressing the study's problem and purpose. By focusing on their personal and social motivations and the challenges they face, this study provided insights that directly respond to the identified research gaps, contributing to a deeper understanding of what drives business performance in this specific context.

This population is also appropriate for the study's purpose because female entrepreneurs face unique challenges and opportunities in Israel, which differ from those faced by their male counterparts or by female entrepreneurs in other regions (Lerner, Brush and Hisrich, 1997; Lindvert, Laven and Gelbman, 2022). Furthermore, this population is directly aligned with the study problem by exploring a deep understanding of how motivation drives their performance, providing valuable insights for improving support systems and entrepreneurial outcomes. Last, studying this population addressed a gap in the literature and provided important contextual understanding.

3.4 Sample

This qualitative research used a purposive sampling technique because it enabled the intentional selection of participants whose characteristics and qualities match the study's problem and purpose. This technique is extensively employed in qualitative research, especially in exploratory studies, to deliver a full understanding of the topic being examined. In the context of this study, to gain in-depth insights as well as collecting the necessary data from a specific group of individuals, the intention was to identify the sampling frame by selecting 20 women entrepreneurs who meet the specific criteria: aged 18-60, living in Israel, and established their own small business.

Purposive sampling is appropriate in this context since it facilitates the selection of participants based on specific criteria relevant to the research issue, so ensuring a sample that is rich in information and value (Patton, 2014; Creswell and Poth, 2016). The range of experiences and challenges made this group ideal for exploring the influence of motivation on business performance. Hence, this study focused on a heterogeneous group of female entrepreneurs whose motivations and business performance vary based on personal and social factors.

The sample selection procedure, facilitated by a multi-step process, included contacting entrepreneur's groups in two ways:

1. Social media platforms: social media groups, such as Facebook and LinkedIn, host various professional groups including entrepreneurial women in Israel. After reviewing each group's guidelines and rules and getting approval to be a group member, I posted brief descriptions of the study, along with contact information. Once I received entrepreneur women interested in my study, I contacted them by email, explaining who I am, the purpose of the study, and my time commitment,

and asked them to schedule a virtual interview in addition to their acceptance of the consent form.

2. Snowball sampling: following the effective recruitment from social media, these people were invited to recommend additional female entrepreneurs who fit the study's requirements. Then, they were contacted by email with the same study's brief explanation.

These two ways secured access to a wide cohort eager to provide detailed replies, which is important to comprehend the broader influence of motivating factors on women's entrepreneurial performance in Israel. Hence, the purposive sampling method is appropriate in this context, as it guarantees the selection of participants with the ability to offer a useful, detailed look into the motivational factors that shape entrepreneurial high performance within this unique economic and cultural context in Israel, thus providing this group particularly suitable for the study's emphasis on personal and social motivational elements.

A heterogeneous sample within this population brought diverse insights and allowed the study to explore variations in experiences and motivational influences on the performance of female entrepreneurs in Israel. This approach aligned with qualitative research goals, where small sample sizes are common and justified by the depth of information gathered from carefully chosen participants (Patton, 2014).

3.5 Data Collection, Processing, and Analysis

Due to the volume of information and depth it might provide, qualitative research can often be intensive and stressful. Because of this, the analysis methodologies used by qualitative researchers should allow for a balance between the exploratory nature of their work, the study purpose, the structure of the data, and theoretical issues (Bingham, 2023).

For this qualitative study, the researcher employed two main data collection techniques: (a) semi-structured interviews with study participants; and (b) a content analysis

of secondary sources including GEM (Global Entrepreneurship Monitor), OECD Studies on SMEs and Entrepreneurship, the Central Bureau of statistics in Israel, and social media posts. The data collecting strategy utilized semi-structured interviews conducted remotely over the Zoom platform or Google Meet and recorded. The objective of this study was to deeply understand the driving elements that influence the performance of small enterprises owned by women in Israel. The researcher uncovered and explored the elements that inspire and drive women entrepreneurs in Israel by using Thematic coding on the 20 semi-structured interviews. To present a comprehensive view of the findings and their implication, all the answers were recorded; including missing answers in case participants were unsure in their response.

Charmaz, (2006) argued that there are many concerns while interviewing women. Differences in class, age, race, and ethnicity can still affect how an interview goes, even when both the participant and the interviewer are women. Women with various backgrounds frequently offer to be interviewed on delicate subjects. When women are calm about a certain topic during an interview, the quality of their responses can vary greatly. Their reactions to the interview could be overpowering, traumatic, or uncomfortable, or they could be revelatory, cathartic, or enlightening. The subject matter, its significance, the participant's issues, and the interviewer's abilities influence how women react to their interviews.

The process of extracting words from an ongoing audio stream is what is considered "active" in this instance. Making internal decisions that minimize variational free energy is a component of active listening. Word boundaries are practically chosen to minimize surprise or maximize the data supporting an internal word-generation paradigm. Active inference, which takes into account perception and behavior within the overarching drive to maximize the evidence for our world models, is where the idea of active listening originates. This maintains active engagement in the conversation between the two sides and is an important

aspect of compassionate leadership (Friston *et al.*, 2021). An intense interview is a directed communication, that allows for an extensive understanding of a certain issue with someone with the relevant expertise (Charmaz, 2006).

Hence, the interview questions were chosen and framed carefully to explore the interviewee's ideas and experiences and to fit the study's main idea. Starting from general broad questions for a wide range of experiences and then getting narrow enough to elaborate on the participant's views. Charmaz, (2006) Claimed that an intense interview is a directed communication, allows for an extensive understanding of a certain issue with someone who has had the relevant expertise. Therefore, as the interviewer, I kept the interview guide with me throughout the interview process. I read it formally on purpose, to keep my confidence and active listening as well as my special attention to what was said, and to keep the conversation well-planned. By doing this, it could be less likely that some crucial aspects will go unexplored. In addition, the interviews were conducted in two stages:

Question Presentation: Each question was read exactly as written, and I ensured that my tone of voice remained neutral to avoid any unintentional bias or influence on the participants' responses. The participants answered all the questions.

Response Recording and Note-Taking: While recording the interviews, I actively listened and took detailed notes on paper, capturing key points and observations. Identifying passages of text that share a common theme or idea; also helped to advance understanding of the crucial subject.

To prevent participant and researcher bias, a general theme of formal open-ended questions was asked to each interviewee and recorded using a standardized process, moving from general questions to specific questions. As well as some extra possible follow-up questions in case the interviewee isn't providing the depth of answers the study is looking for, and to delve farther into the particular topic. The order of the questions changed depending

on the interviewee's interest in explaining more. Furthermore, the questions were structured to be open-ended to guide the interviewee toward providing an honest and truthful response, rather than just asking yes or no questions. Moreover, to obtain a detailed response, it was, therefore, necessary to remain neutral, ask the questions calmly, instill confidence in the interviewee that her response would be accepted, and try to reduce bias in all aspects of the research process.

The data collection for this study followed a qualitative research design, employing semi-structured interviews to gain deep insights into the participants' experiences, the female entrepreneurs in Israel. This approach allowed for an in-depth exploration of how personal and social motivation factors shape their entrepreneurial journeys and perceptions of business performance. This method was specifically chosen to empower participants, enabling them to share their perspectives comfortably and providing an avenue for discovering new aspects of the study's focus. The semi-structured format allowed flexibility, encouraging participants to discuss relevant topics while maintaining a clear direction for data collection. Active listening was a crucial part of the interviews, ensuring the interviewer understood responses fully and reflected thoughtfully on what was said without any judgment. This approach facilitated a more comprehensive collection of narratives.

The sample size was determined and carefully planned based on a more detailed consideration of the time limit. Hence, the exact sample size was strategically chosen, considering time constraints and resource availability. All interviews were conducted between September and December 2023 to maintain consistency in the participants' context and experiences.

The study used individual, semi-structured, and virtual interviews as the primary data collection method with 20 women entrepreneurs in Israel (13 Arab women and 7 Jewish women) virtual, via Zoom or Google Meet, and recorded among the smallest businesses. The

interviews that took place between the two sides: the interviewee and the interviewer, were 60–70 minutes in length and were conducted in a mix of Arabic, English, and Hebrew languages over 4 months. Data relating to the entrepreneurs' personal background and employment context are presented in Table 4.3. (**See Table 4.3.**). The pre-determined time frame was essential for ensuring quality and reducing variability in responses due to changing circumstances.

Contacting with participants: The study utilized a self-selection sampling technique with outreach methods that included:

Social Media Networks: Posts in Israeli entrepreneurial groups targeted women business owners fitting the study's criteria.

Snowball Sampling: Five participants were referred by other interviewees, broadening the sample and enhancing diversity.

Direct Emails: Personalized invitations in Arabic and Hebrew were sent to potential participants who agreed to get involved in the research voluntarily or recommended by others.

Following analysis, the data from the interviews were focused on personal and social aspects, allowing greater focus on factors such as their personal experience, the impact of the community around them, the challenges they have faced, and whether any issues had turned out as expected. The benefits of the interviews as a data collection method included two aspects:

1. Faster, can make several interview calls every single day.

2. Lower cost. No cost via virtual calls.

The disadvantages included the challenge of limited interview length; while most interviews ended in 60 minutes, a few others were extended to 70 minutes.

In summary, this study provided a comprehensive outline of how the data was collected through semi-structured interviews and how it was processed and interpreted. Data analysis was carried out through thematic coding to understand the personal and social motivation factors affecting women entrepreneurs' performance in Israel. The study focused on identifying key themes by systematically coding responses from the 20 participants, whose insights were recorded to ensure the inclusiveness of every answer, including any uncertainties. Plans for handling missing data or neutral responses were integrated by carefully noting any unanswered questions or non-specific answers, which provided context on where participants may have felt uncertain.

To avoid bias, a standardized interview approach was used: each interview followed a similar structure of open-ended questions moving from general to specific, with follow-up questions as necessary to probe deeper into certain topics and recorded with their consent, following ethical standards and institutional approval. The flexibility in question order allowed interviewees to freely express themselves, encouraging authentic responses and a richer data set.

The analysis also involved an ethical focus on maintaining neutrality, instilling confidence in participants, and minimizing bias throughout data collection and interpretation. This comprehensive and standardized approach to data analysis ensures the study's reliability, accuracy, and replicability.

3.6 Limitations

Qualitative research often has several limitations, and it is challenging compared to quantitative study when data analysis is more time-consuming, this could have an impact on the validity and integrity of research (Creswell and Poth, 2016). Additionally, qualitative study is collected with stories, behaviors, and perspectives, not numbers. Furthermore,

qualitative research frequently uses smaller sample sizes, which raises doubts regarding the generalizability (Patton, 2014).

Hence, five limitations were presented within the context of the study design:

1. First, this exploratory, qualitative study included a representative small sample of 20 female entrepreneurs. It was not generalizable to a larger population of female entrepreneurs in Israel, which can limit the applicability of the findings. The female entrepreneurs who cooperated and participated in the interviews answered the questions individually and told their personal stories. Their experiences in the world of entrepreneurship were without a supporting narrative and the depth of the questions was carried out according to the flow of the participants in answering each of the questions in the interview- Some participants answered in detail, gave examples, and went deeper into their thoughts, and there are those participants who responded in general, elaborated a little but did not express a desire to delve into the details. The data was collected in words, personal stories, personal insights, subjective viewpoints, and according to each participant's personality.

2. The second limitation: it was also found that analyzing the data in depth, listening carefully to all the interviews, translating main points to English, and writing conclusions and results required a tedious investment of time and resources, which may affect the reliability of the research. Nevertheless, the data analysis was done strictly. It included a holistic understanding of the perspectives of the participants while considering all the answers without any personal relationship with the participants, with an attempt to apply all appropriate measures of validity, reliability, and

generalization. According to Charmaz, (2006), while examining life and behavior may put concerns about invasion of privacy, the study should follow several helpful guidelines in these situations: Initially, getting valuable data is not as important as participants' comfort levels. Second, the interviewer might consider carefully when to delve deeper, he needs to listen, especially if it seems like the participant is reliving the emotions from the situation they are describing. The third step is to comprehend the event from the participants' perspective and confirm its importance to them. Fourth, frame closing questions to elicit affirmative answers to conclude the interview on a positive note. When the interviewer has asked all the questions, the conversation shouldn't terminate suddenly. Before the interview ends, the overall mood and tone was return the participant to a regular conversational level.

3. A third limitation of this study is that it investigated human behavior, so it may differ from one participant to another, depending on their mood on the interview day and everything they have been through. Thus, results can change depending on the circumstances that the participants go through. On the same concept, due to the nature of qualitative research, it can be challenging to duplicate the study exactly with the same results, which can affect the validity of the results. The same participants can change their answers due to the validity of reasons. Hence, this could also impact the data analysis and the results.

4. The fourth limitation in the same context was particularly the difficulty of gaining an in-depth understanding of participants' viewpoints and

experiences and obtaining rich and detailed data specific to female entrepreneurs in Israeli culture.

5. Fifth, a difference in time zones between Israel and Texas; It was challenging to schedule all the virtual interviews with female entrepreneurs in Israel, considering their working hours there. Some of them had to set more than two dates for the interview until their time worked out.

In the end, it was challenging considering all the fifth limitations above, this current qualitative research has several advantages; each woman entrepreneur who participated in this study was unique in her way of performing. Thus, findings can serve as examples, and hopefully, this study will provide broader suggestions to be used in the future.

3.7 Ethical Assurances

For ethical considerations, participants were contacted by email. The informed consent was sent to the study participants and included a brief on the study's subject and confidentiality assurance stating that any information obtained in connection with the study that could identify the subject would remain confidential and would be disclosed only with the subject's permission. To safeguard participant identities, all identifying information was left out and numbers were used instead of real names in any publications or results presentations. All written notes and audio recordings are safely kept on password-protected devices that only the researcher can access. Participants also provided full written consent to share their thoughts and experiences and allow recording of their interviews.

Ethical considerations were observed throughout the research process, ensuring confidentiality and respecting the participants' input. An inductive methodology is employed to identify themes emerging from the data. While qualitative studies often involve exploratory research and may not always test hypotheses in a strict sense, this study did

propose specific ideas to be explored concerning these motivating factors. Purposive

sampling is used to select a diverse group of female entrepreneurs in Israel, ensuring that the

participants represent a variety of ages, business sizes, and experiences. The selection criteria

are based on research questions and the need to explore a range of motivational experiences

and performances. The semi-structured interviews served as the primary data collection

method, allowing participants the freedom to express their insights while ensuring that key

topics were covered. The semi-structured interview format was chosen to gather in-depth

insights into how women entrepreneurs in Israel navigate their entrepreneurial journeys,

manage their businesses, and perform better. While the interview topics are known to

participants, the semi-structured format allowed for flexibility and encouraged a more open

and honest discussion. This format empowered the participants to explore and discuss new

aspects of the topic that the researcher may not have anticipated.

As the interviewer, careful attention was paid to avoid influencing responses through

verbal or non-verbal cues, which could lead to participant or researcher bias. To ensure

participants feel comfortable, they could choose the interview's timing and give full written

consent for their participation and recording of the interviews.

For the study's formal approval, it was important to submit a comprehensive research

proposal detailing its purpose, methodology, sampling techniques, data collection methods,

and ethical considerations to be conducted responsibly and ethically. In line with recognized

ethical standards for research, this study prioritized adherence to principles of informed

consent, privacy, and formal permission to respect and save participant rights and assure

compliance with research ethics guidelines.

In conclusion, this study ensured ethical integrity throughout the research process and

respected participants' rights while offering a deep understanding of the motivating factors in

women entrepreneurs' business performance due to its approach to informed consent, confidentiality, formal approval, and methodology.

3.8 Summary

This study investigated the personal and social motivational factors affecting the performance of female entrepreneurs in Israel through a qualitative research design. The methodology involves semi-structured interviews with 20 women entrepreneurs, chosen for their varied backgrounds and experiences. This method enabled participants to express their unique backgrounds and experiences, underlying human behavior using non-numerical data. Data collection was guided by active listening and strategic probing to deepen conversations and keep them focused. This is an integral component of compassionate leadership as it keeps the speaker and listener actively involved in the discourse (Friston *et al.*, 2021). Qualitative exploratory research was selected for its ability to yield comprehensive insights and may develop hypotheses for future quantitative studies. The interview questions provided rich data and a greater sense of the real-world challenges that are harder to experience in quantitative research's numerical data and statistical analysis.

The motivation factors for the female entrepreneurs in this study are likely to be influenced by a combination of personal and social motivation factors. Once the approaches of motivation across women entrepreneurs in Israel are identified, the researcher hopes the female entrepreneurs will be able to manage their way of working more orderly. Future research can validate the findings of this study using larger sample sizes and examine the moderating effect of a social mission on the relationships identified in this study.

CHAPTER IV:

RESULTS

4.1 Introduction

The purpose of this qualitative study was to achieve a deeper understanding of how motivation factors contribute to business performance in the context of small-sized enterprises owned by women entrepreneurs and how women entrepreneurs in Israel operate their enterprises while balancing responsibilities and commitments. The study specifically aimed to identify and explore common personal and social motivational factors, such as a sense of independence, social impact, and supportive family, that may influence the performance of women entrepreneurs in Israel who have established small businesses, and give key suggestions that highly motivate women entrepreneurs. Two research questions were used as a descriptive framework for gathering qualitative data from primary and secondary sources as well as from data analysis and reporting results.

The chapter comprises three major sections:

1. The first section presents study results and is broken into several subsections that were categorized as findings under each research question for the study. The results section also reported the study results of (a) how the themes emerged in the data analysis, (b) the data collection process and methods to identify common themes, and (c) the role of triangulation between the multiple sources of data and the variety of participants in the study.

2. The second section reported the evaluation of the findings. It was designed to evaluate the findings in light of major themes identified in the data analysis process. This section also reported the study findings based on comparing the findings to previous relevant studies and research in the field of business and management.

3. The third section of the chapter is a summary that was designed to highlight key points that were discussed in this chapter.

4.2 Results

This study yielded significant findings regarding the entrepreneurial endeavors of a representative cohort of Israeli women, shedding light on the influence of diverse motivation factors on their performance. The study investigated specific factors that impact the performance of these enterprises such as a sense of community, social impact, and achievement, providing insight into the obstacles and prospects encountered by female entrepreneurs within the heterogeneous entrepreneurial environment of Israel. The literature review provided rich and contextual data, while the semi-structured interviews provided female entrepreneurs' experiences, challenges, behaviors, and private stories.

Findings: Profiles of the study participants.

Interviews with 20-woman entrepreneurs were conducted virtually, via Zoom or Google Meet, using audio and video. Table 4.1 shows the main categories of criteria for the study participants.

Table 4.1.

Categories of Criteria

Job Similarity	Demographic Similarity	Years in Private Business
Small business.	Females living in Israel.	1-10 years of experience.
Various industries: handmade goods, service sector, technology startups.	Christians, Muslims, and Jews.	

	Languages: Arabic and Hebrew. Age range: 28 to 59 years. Most participants are married (13 out of 20), with a mix of participants with children. Similar education level (Bachelor's Degree or/and master's Degree).

Table 4.1 outlines the main criteria used for selecting study participants. The participants share job and demographic similarities, including being female small-business owners in Israel with 1-10 years of private business experience across various industries like handmade goods, the service sector, and technology startups. Participants come from diverse religious backgrounds—Christians, Muslims, and Jews—and speak Arabic or Hebrew languages. This diverse yet focused sample reflects the nuanced perspectives of women entrepreneurs in Israel.

Interviews with the study participants were conducted between September and December 2023, and essential logistical details, highlights of the date and duration of each interview, completed participant profiles and signed informed consent forms were included. This overview ensures a clear timeline and context for the study's qualitative methodology. The personal interview schedule for participants and other details are presented in Table 4.2.

Table 4.2.

The Personal Interview Schedule

Participant ID	Interview Date	Interview Duration (minutes)	Complete Participant Profile	Signed Informed Consent	Interview Performed
1	05.09.2023	65	YES	YES	Zoom
2	05.09.2023	60	YES	YES	Zoom
3	07.09.2023	65	YES	YES	Zoom
4	11.09.2023	60	YES	YES	Zoom
5	18.09.2023	60	YES	YES	Zoom
6	19.09.2023	65	YES	YES	Zoom
7	25.09.2023	60	YES	YES	Zoom
8	25.09.2023	60	YES	YES	Zoom
9	30.09.2023	70	YES	YES	Zoom
10	03.10.2023	60	YES	YES	Zoom
11	11.10.2023	60	YES	YES	Google Meet
12	18.10.2023	60	YES	YES	Zoom
13	26.10.2023	65	YES	YES	Zoom
14	02.11.2023	60	YES	YES	Zoom
15	07.11.2023	60	YES	YES	Google Meet
16	15.11.2023	60	YES	YES	Zoom
17	21.11.2023	70	YES	YES	Google Meet
18	27.11.2023	60	YES	YES	Zoom
19	06.12.2023	60	YES	YES	Zoom
20	14.12.2023	65	YES	YES	Google Meet

Table 4.2. provides a detailed record of the research process, ensuring reliability and richness in the qualitative data, and highlighting the following key aspects:

Participants and Timing: The interviews were conducted between September 5, 2023, and December 14, 2023. Each interview lasted approximately 60-70 minutes, ensuring sufficient time for in-depth exploration of the topics.

Consent and Profile Completion: All participants completed their profiles and signed informed consent forms, ensuring ethical standards were met.

Interview Platforms: Interviews were conducted via Zoom, with a few conducted through Google Meet, showcasing flexibility in the interview approach.

Table 4.3. presents the diversity within the participant pool, which reflects a wide range of industries and personal circumstances. It included their age, marital status, industry type, business size, and years of entrepreneurial experience. This demographic data offered valuable context for understanding the lived experiences and challenges faced by women entrepreneurs in Israel, emphasizing the interplay between personal and social factors that influence their entrepreneurial journeys. Below is Table 4.3. shows demographic statistics within the participant's business, personal backgrounds, and years of experience.

Table 4.3.

Demographic Statistics of the study participants

Participant ID	Age	Status	Industry type	Size	Years as an entrepreneur
1	37	Married + 2 children	Jewelry designer	Small	10

2	40	Separated + 1 kid	Owns an engineering office	Small	9
3	44	Married + 3 children	Handmade soaps and candles	Small	5
4	35	Single	Startup owner	Small	4
5	28	Married	Startup owner	Small	4
6	37	Single	Coffee shop owner	Small	3.5
7	54	Married+2 adults	Factory owner	Small	2.5
8	30	Married+3 adults	Wedding photographer	Small	1
9	37	Married+2 kids	Startup owner	Small	7
10	49	Married+4 adults	Founder of a specialized medicine organization	Small	10
11	29	Single	Reflexology instructor	Small	6

12	32	Single	Private fitness coach	Small	4
13	33	Married+2 adults	Handmade candles	Small	5
14	59	Married+4 adults	Giftshop	Small	6
15	40	Single	Coach training	Small	7
16	36	Married+3 kids	Flowers shop	Small	2
17	47	Married+2 adults	Startup owner	Small	1
18	33	Single	Handmade gifts	Small	6
19	33	Married+1 kid	Wedding dress sewing business	Small	10
20	39	Married+2 kids	Startup owner	Small	8

Table 4.3 presents the demographic statistics on the diverse backgrounds of participants, such as age and status. Most participants had children and started their own small businesses at an early age between the ages of 20 and 30.

The three tables above offered a systematic summary of the study participants, assuring clarity and validity to the research aims.

Findings: Research question results.

The primary data follows within the sequence of the two research questions:

Research Question 1: How do personal and social motivational factors influence the business performance of female entrepreneurs in Israel?

Research Question 2: How do women entrepreneurs manage their businesses while balancing responsibilities and commitments that extend beyond the specific challenges of their industry?

These two research questions provided the framework for analyzing semi-structured interviews conducted with 20 female entrepreneurs in Israel and content analysis of the GEM (Global Entrepreneurship Monitor), OECD Studies on SMEs and Entrepreneurship, the Central Bureau of Statistics in Israel, and social media posts. They also guided the reporting of the results. These research questions were based on two main topics: personal and social motivational factors and the business performance of female entrepreneurs in Israel.

Thematic analysis was used in this study to help answer the research questions and to analyze the data. Thematic analysis is primarily an inductive method of data analysis that entails extracting themes from the data. It begins by extracting relevant words, phrases, and/or statements and using them to create codes. The themes are developed to answer the study questions. Hence, thematic analysis is appropriate for using the data to develop themes (Adu, 2021). Each research question have a set of sub-questions (SQ), followed by several codes and a theme.

RQ1. How do personal and social motivational factors influence the business performance of female entrepreneurs in Israel?

SQ 1. How do relationships and support systems affect the growth of female entrepreneurial businesses?

Code: Work-life balance

What? Work-life balance

How? By providing support (family, professional network)

Why? To benefit female entrepreneurial business's growth and personal quality of life.

SQ 2. How do societal norms influence female entrepreneurs' performance?

Code: Social/community partnership

What? Social/community partnership

How? By strengthening cooperation, creating, and sharing business values among stakeholders

Why? To increase female entrepreneurs' performance.

SQ 3. How does their sense of independence and self-control influence their choice to launch a company?

Code: Autonomy in decision-making

What? Autonomy in decision-making

How? Freedom to make decisions about their own finances (business)

Why? To be a productive women entrepreneur.

SQ 4. How does the drive of personal fulfillment motivate female entrepreneurs in their business endeavors?

Code: *Intrinsic motivation*

What? Intrinsic motivation

How? By consistently pursuing their innovations and hoping for success

Why? To succeed in their journey.

SQ 5. How does the desire to improve the financial situation affect the production of women entrepreneurs?

Code: Profit

What? Profit

How? By connecting the personal financial goals of entrepreneurs with their professional actions

Why? To support the expansion and longevity of entrepreneurs.

SQ 6. How does gender identity as a motivation factor influence the performance of female entrepreneurs in Israel?

Code: Women empowerment

What: Women's empowerment

How? Gender identity serves as a driver for productivity, better business performance, and turning challenges into strengths

Why? To be independent and equal in the business arena.

RQ2. How do women entrepreneurs manage their businesses while balancing responsibilities and commitments that extend beyond the specific challenges of their industry?

SQ 7. How do entrepreneurial women effectively juggle responsibilities while advancing their businesses?

Code: Effective time management

What? Effective time management

How? By prioritizing tasks, setting goals, and delegating responsibilities

Why? To navigate the challenge of balancing professional and personal lives

SQ 8. How important is family encouragement for effective entrepreneurship?

Code: Shared values and understanding

What? Shared values and understanding

How? By emotional and financial support, as well as networking and collaboration

Why? To achieve long-term stability.

SQ 9. How important is the support of a professional network for effective entrepreneurship?

Code: Networking and collaboration

What? Networking and collaboration

How? By participating in networking groups and having community recognition

Why? To enhance business recognition.

SQ 10. How does technology aid in balancing personal and professional duties?

Code: Digital tools.

What? Digital tools

How? Digital tools improve efficiency and free up time for other responsibilities

Why? To balance personal and professional life.

SQ 11. How do networking opportunities influence entrepreneurial commitments?

Code: Utilizing Relationships.

What? Utilizing Relationships

How? Networking opportunities create a space for creativity, satisfaction, and higher productivity

Why? To enable them to strengthen their dedication to business goals and seize growth opportunities effectively.

SQ 12. What strategies are used to manage work-life balance?

Code: Flexible scheduling.

What? Flexible scheduling

How? By structuring their work hours around personal priorities and obligations

Why? To reduce stress, enhance productivity, and maintain a healthy equilibrium between business and life's commitments.

Identifying themes:

For this study, thematic analysis focused on understanding the personal and social motivational factors, and the strategies women entrepreneurs use to manage their small businesses effectively. Identifying themes through careful coding and categorizing responses provided a clearer view of how these factors influence entrepreneurial performance. Therefore, identifying themes is critical in this qualitative study, as it involves concepts and ideas within the collected data.

Table 4.4 shows the process from codes to themes for RQ1: How do personal and social motivational factors influence the business performance of female entrepreneurs in Israel? The RQ1 contained six themes corresponding to six codes.

Table 4.4.

From Codes to Themes for RQ1

Codes	Issues Discussed	Themes Identified
SQ1. Work-life balance.	Priorities to achieve female entrepreneurial growth.	A healthy work and personal life.
SQ2. Social/community partnership.	Participation in networking events, and the existence of mentors and role models.	Strong and mutually beneficial relationships with the business environment can improve female entrepreneurs' performance.
SQ3. Autonomy in decision-making.	Influences entrepreneurial decisions, actions, and overall business performance.	Empowerment through autonomy.

SQ4. Intrinsic motivation.	The ability to make informed choices contributes to productivity and fulfillment for women entrepreneurs.	Embracing opportunities to expand knowledge and develop new skills to grow, stay engaged, and challenged.
SQ5. Profit.	The pursuit of higher income serves as a driving force for women entrepreneurs, influencing their strategies, resource allocation, and overall productivity.	Economic motivation for better business performance.
SQ6. Women empowerment.	Gender factors motivate women entrepreneurs to perform innovatively and resiliently, using their identity as a source of strength and differentiation in the business landscape.	Gender identity as a driver for productivity, and business innovation.

Table 4.4 summarizes the process of transforming codes into meaningful themes for

RQ 1, which examines the influence of personal and social motivational factors on business

performance. The table highlighted specific codes discussed by participants and the resulting themes. Each theme provided a focused understanding of the complex interplay between the personal or social motivation factors and the performance of women entrepreneurs in Israel.

Table 4.5 shows the process from codes to themes for RQ2: How do women entrepreneurs manage their businesses while balancing responsibilities and commitments that extend beyond the specific challenges of their industry? The RQ2 had six themes and six codes.

Table 4.5.

From Codes to Themes for RQ2

Codes	Issues Discussed	Themes Identified
SQ7. Effective time management.	Entrepreneurial women can prioritize work and have clear personal and professional obligations such as setting goals.	Strategic goal setting as a tool for managing responsibilities and driving business growth.
SQ8. Shared values and understanding.	Women entrepreneurs benefit greatly from the support of their families in developing resilience, emotional stability, networking, and self-confidence.	Family encouragement as a catalyst for entrepreneurial confidence and growth.
SQ9. Networking and collaboration.	The value of professional networks can be found in promoting peer	Leveraging professional networks for business recognition.

	collaboration, joining networking groups, and gaining recognition well-known in the community.	
SQ10. Digital tools.	The power of managing digitally as a tool for effective entrepreneurship	Technology as an easier way to manage entrepreneur businesses.
SQ11. Utilizing Relationships.	Networking opportunities greatly strengthen entrepreneurial commitments by fostering valuable connections, and possibilities for mentorship.	Networking as a driver of commitment and opportunity.
SQ12. Flexible scheduling.	Priorities to enhance productivity, and maintain a healthy equilibrium between business and life's commitments.	Flexibility as a tool for work-life harmony.

Table 4.5 summarizes the process of transforming codes into meaningful themes for

RQ 2, and reflects the interplay of the six codes and themes for balancing responsibilities and

commitments, ensuring clarity and focused in their efforts to increase effectiveness and growth.

The 12 grounded themes that emerged through the semi-structured interviews and the content analysis, were based on the identified codes and matching themes. By reviewing each of the emerging grounded themes, the researcher found two major themes that represented the data cluster for the two research questions. Each major theme contained its sub-themes. These two themes are presented in Table 4.6., and interpreted in the evaluation of findings section.

Table 4.6.

Themes and Sub-Themes in Evaluation of Findings

Major Themes in Evaluation of Findings

Theme 1: Empowerment and Growth for Women Entrepreneurs

- A healthy work and personal life

- Strong and mutually beneficial relationships with the business environment can improve female entrepreneurs' performance

- Generating independent decision-making to influence actions and outcomes, fostering a sense of confidence and control

- Fostering opportunities for continuous education and skill improvement, ensuring productivity, and promoting personal fulfillment

- Coordinating plans and assets to attain financial stability while highlighting the significance of profit-driven motivations

- Gender as a strength and a source of resilience, turning challenges into opportunities to differentiate and excel in the business landscape

Theme 2: Holistic Strategies for Entrepreneurial Work-Life Harmony

- Strategic management enabled entrepreneurs to align professional and personal obligations

- Family as a foundation, serving as a cornerstone for entrepreneurial endeavors

- Networking for recognition, contributing to sustained success

- Technological adaptation enabling entrepreneurs to manage their businesses effectively in dynamic environments

- Networking for Growth: Professional networks and collaborative relationships amplify opportunities for mentorship, and resource sharing, contributing to stronger business

- Prioritizing flexible scheduling aids entrepreneurs in increasing productivity and achieving a balance between work responsibilities and personal commitments.

Table 4.6 highlights the multidimensional factors that drive women entrepreneurs to succeed, emphasizing work-life harmony, personal fulfillment, strategic growth, and empowerment.

The questions asked in this study clarified the research problem, provided a clear focus, gathered related information and data, facilitated understanding of the research topic, and outlined the study's objectives.

Finding for research question 1: How do personal and social motivational factors influence the business performance of female entrepreneurs in Israel? Research question 1 (RQ1) sought to identify the pattern of how personal and social motivational factors influence the business performance of female entrepreneurs in Israel. The analysis, structured around six sub-questions, uncovered empirical evidence highlighting the influences of the six different themes.

Findings for sub-question 1 (SQ1): How do relationships and support systems affect the growth of female entrepreneurial businesses? The combined data for sub-question 1 yielded one theme: *A healthy work and personal life.* The number of responses about relationships and support systems is provided in Table 4.7.

Table 4.7.

Grounded Theme for Sub-question 1: How do relationships and support systems affect the growth of female entrepreneurial businesses?

Grounded Theme	Frequency Count
1. A healthy work and personal life	13

Note. N = 20.

Grounded theme 1: Healthy work and personal life. According to their testimonies, 13 study participants (65%) responded that relationships and support systems are key to their entrepreneurial business's growth and personal quality of life. Specifically, they responded that a healthy work and personal life depend on the family and professional network. The other 7 participants (35%) didn't highlight that as a major for their work-life balance. Participant #12 mentioned that "family members might serve as informal counselors, providing insight on concepts or supporting decisions.". In response to the probing question on how family and professional network support influences their entrepreneurial ventures, the study participants highlighted two actions that significantly benefit their business growth and personal quality of life. Eight (8) participants (61.5%) out of the 13 emphasized as first action that spouses or other family members frequently share childcare or home duties, giving them more time to concentrate on their companies. The other seven (7) participants (53.5%) from the 13, highlighted as second action the inspiration they get from their family's and friend's faith in their capacity to fulfill their potential as entrepreneurs.

Findings for Sub-question 2 (SQ2): How do societal norms influence female entrepreneurs' performance? The combined data for sub-question 2 yielded one theme: *Strong and mutually beneficial relationships with the business environment can improve female entrepreneurs' performance.* Table 4.8 provides the number of responses about the influence of social/community partnerships.

Table 4.8.

Grounded Theme for Sub-question 2: How do societal norms influence female entrepreneurs' performance?

Grounded Theme	Frequency Count
2. Strong and mutually beneficial relationships with the business environment	11

Note. N = 20.

Grounded theme 2: *Strong and mutually beneficial relationships with the business environment.* According to their testimonies, 11 study participants (55%) stated that social/community partnerships enhance their entrepreneurial performance. Participants highlighted the role of networking events, mentorship, and collaboration in fostering resource-sharing and problem-solving. For example, Participant #1 noted, "Being part of a local entrepreneurial group allowed me to meet like-minded individuals and gain access to tools that improved my productivity." Interviewee #9+#13 said that relationships and connections offer security and strength. When female entrepreneurs have supportive relationships with whom to exchange ideas, gain knowledge, and cultivate their work system, they not only survive but thrive. Nine (9) participants (45%) consistently emphasized that a supportive network encouraged resilience, provided valuable insights, and opened partnership opportunities.

Findings for Sub-question 3 (SQ3): How does their sense of independence and self-control influence their choice to launch a company? The combined data for sub-question 3 yielded one theme: *Empowerment through autonomy.* The number of responses regarding the influence of decision-making autonomy is provided in Table 4.9.

Table 4.9.

Grounded Theme for Sub-question 3: How does their sense of independence and self-control influence their choice to launch a company?

Grounded Theme	Frequency Count
3. Empowerment through autonomy	14

Note. $N = 20$.

Grounded theme 3: *Empowerment through autonomy.* Of the 20 participants, 14 (70%) of them stated that autonomy in decision-making is integral to their entrepreneurial success. They noted that the ability to independently choose and arrange, manage resources, and implement strategies leads to increased confidence and creativity. Participant #9 shared, "Having the freedom to make my own decisions allows me to innovate without fear of external constraints." This autonomy fosters a sense of ownership and accountability, ultimately driving business performance. The other six (6) participants (30%) noted the importance of being in control of their business decisions and work environment. The desire to be in charge of their own business, make their own decisions, and have control over their job may be what drives Israeli women entrepreneurs in general. This sense of independence translates to higher productivity and job satisfaction, as they can set their own schedules and align their work with personal values.

Findings for Sub-question 4 (SQ4): How does the drive of personal fulfillment motivate female entrepreneurs in their business endeavors? The combined data for sub-

question 4 yielded one theme: *Embracing opportunities to expand knowledge and skills.* The

number of responses on intrinsic motivation is provided in Table 4.10.

Table 4.10.

Grounded Theme for Sub-question 4: How does the drive of personal fulfillment motivate

female entrepreneurs in their business endeavors?

Grounded Theme	Frequency Count
4. Embracing opportunities to expand knowledge and skills	15

Note. $N = 20$.

Grounded theme 4: *Embracing opportunities to expand knowledge and skills.*

According to 15 participants (75%), one of the most important factors influencing the growth

of an entrepreneurial venture is intrinsic motivation. They identified personal fulfillment and

continuous learning as key motivators for staying engaged and challenged. For example,

Participant #3 remarked, "My curiosity and love for learning new skills keep me motivated to

push boundaries and explore new ventures." Furthermore, to support the advancement of

women entrepreneurs in Israel, women entrepreneurs might learn to gain their own power.

That's what improves them, as Participant #3 mentioned during the interview and added:

> Female entrepreneurs in Israel desire to establish a model for themselves before
>
> seeking validation from their family and friends. They wear many hats, each one
>
> representing a different aspect of their lives. Others initially reject or don't believe in
>
> them, but eventually, they come to believe in them. They are directives for learning,
>
> and managing time is crucial.

Despite being traditional, they enjoy breaking the rules. Even if they have no prior

faith, as interviewee #11 claimed, they typically have optimistic views and frequently pray.

The other five (5) participants (25%) said that when entrepreneur's career aspirations align with their personal lives, they will experience joy, peace, and accomplishment.

Findings for Sub-question 5 (SQ5): How does the desire to improve the financial situation affect the production of women entrepreneurs? The combined data for sub-question 5 yielded one theme: *Economic motivation for better business performance.* The number of responses concerning profit-driven motivation is provided in Table 4.11.

Table 4.11.

Grounded Theme for Sub-question 5: How does the desire to improve the financial situation affect the production of women entrepreneurs?

Grounded Theme	Frequency Count
5. Economic motivation for better business performance	16

Note. N = 20.

Grounded theme 5: *Economic motivation for better business performance.* According to 16 participants (80%), pursuing profit is a significant motivator in their entrepreneurial endeavors. They described how financial goals drive their strategies and resource allocation: the aspiration to achieve economic stability and contribute to national economic growth is a significant factor and may be the driving force behind women entrepreneurs in Israel. The interviewees revealed that higher financial performance enhances motivation, which, in turn, boosts business efforts. Participant #10 stated, "My primary motivation is ensuring financial stability for my family while reinvesting profits to expand my business." It is also recalled from interviews with participants #14 and #17 that the financial aspect is a central motive for entrepreneurs with higher performance; the more they earn, the more motivated they are and, therefore, perform more. Participant #1 said that while women desired financial security in

the framework of the community as a whole, they concurrently aimed for personal autonomy and empowerment. Although none of the other four (4) participants (20%) cited profits as a primary driving force behind their journey, they acknowledged that it was crucial to their ability to continue their careers.

Findings for Sub-question 6 (SQ6): How does gender identity as a motivation factor influence the performance of female entrepreneurs in Israel? The combined data for sub-question 6 yielded one theme: *Gender identity as a driver for productivity and business innovation.* The number of responses regarding gender's influence is provided in Table 4.12.

Table 4.12.

Grounded Theme for Sub-question 6: How does gender identity as a motivation factor influence the performance of female entrepreneurs in Israel?

Grounded Theme	Frequency Count
6. Gender identity as a driver for productivity and business innovation	10

Note. $N = 20$.

Grounded theme 6: *Gender identity as a driver for productivity and business innovation.* Although it might occasionally be difficult, 10 participants (50%) highlighted that gender is a source of strength and innovation. Participant #5 mentioned, "Being a woman in business motivates me to break stereotypes and lead by example, especially for younger generations." Interviewee #1 said women entrepreneurs should use gender as a force in their business environment. Seven (7) interviewees (70%) out of the 10 revealed that gender plays a dual role as both a challenge and a motivator, their gender identity often helps them to grow, allowing them to use their unique perspectives to create innovative business solutions and establish a distinctive presence in the marketplace. However, societal stereotypes and

biases sometimes act as barriers, requiring resilience and adaptability. The remaining 10 participants (50%) didn't think that gender had an impact on their performance; instead, they exploited their special talents and expertise without mentioning gender as a primary factor in how they performed.

Finding for research question 2: How do women entrepreneurs manage their businesses while balancing responsibilities and commitments that extend beyond the specific challenges of their industry? The analysis, structured around six sub-questions, uncovered empirical evidence highlighting the influences of the six different themes.

Findings for Sub-question 7 (SQ7): How do entrepreneurial women effectively juggle responsibilities while advancing their businesses? The combined data for sub-question 7 yielded one theme: *strategic goal setting as a tool for managing responsibilities and driving business growth.* Table 4.13 provides the number of responses to motivation and task management.

Table 4.13.

Grounded Theme for Sub-question 7: How do entrepreneurial women effectively juggle responsibilities while advancing their businesses?

Grounded Theme	Frequency Count
7. Strategic goal setting for productivity	9

Note. N = 20.

Grounded theme 7: *Strategic goal setting for productivity.* According to nine (9) participants (45%), breaking large tasks into manageable steps to avoid feeling overwhelmed and channel motivation effectively. They also highlighted that by setting goals, they can focus more on their work while having various duties for their personal and professional lives. Participant #8 stated, "By focusing on one task at a time and celebrating small achievements, I maintain positive momentum and reduce stress." This approach improves her

productivity and helps balance work and personal commitments. The remaining 11

participants (55%) stressed that setting priorities for their areas of responsibility aids in

keeping them focused on the most crucial activities, yet, they are unsure if this has improved

the growth of their businesses.

Findings for Sub-question 8 (SQ8): How important is family encouragement for

effective entrepreneurship? The combined data for sub-question 8 yielded one theme: *Family*

encouragement as a catalyst for entrepreneurial confidence and growth. The number of

responses regarding digital tools is provided in Table 4.14.

Table 4.14.

Grounded Theme for Sub-question 8: How important is family encouragement for effective

entrepreneurship?

Grounded Theme	Frequency Count
8. Family encouragement	13

Note. $N = 20$.

Grounded theme 8: *Family encouragement.* Of the 20 participants, 13 (65%) argued

that support from family members helps women entrepreneurs build resilience, emotional

stability, networking skills, and self-confidence. Interviewees #4 and #16 also said that, as

entrepreneurs, they are motivated to keep growing by the support of their families,

particularly their husbands and kids. Seven (7) individuals (35%) expressed no opinion and

failed to address the significance of family encouragement for their professional careers.

Findings for Sub-question 9 (SQ9): How important is the support of a professional

network for effective entrepreneurship? The combined data for sub-question 9 yielded one

theme: *Leveraging professional networks for business recognition.* The number of responses regarding support systems and networks is provided in Table 4.15.

Table 4.15.

Grounded Theme for Sub-question 9: How important is the support of a professional network for effective entrepreneurship?

	Grounded Theme	Frequency Count
9.	Leveraging professional networks	17

Note. N = 20.

Grounded theme 9: *Leveraging professional networks.* Whether through book clubs, networking events, or simply hanging out with other women who share their interests, 17 participants (85%) emphasized that belonging to a group will keep them motivated and executive, gaining recognition in the community. Interviewee #9+#13 claimed that relationships and connections offer security and strength. When female entrepreneurs have supportive relationships with whom to exchange ideas, gain knowledge, and cultivate their work system, they not only survive but thrive. Participant #20 explained, "Networks offer strength and security, providing opportunities to grow professionally while managing family responsibilities." Three (3) participants (15%) mentioned in general that professional networks helped them gain more experience in the entrepreneurial field.

Findings for Sub-question 10 (SQ10): How does technology aid in balancing personal and professional duties? The combined data for sub-question 10 yielded one theme: *Technology as an easier way to manage entrepreneur businesses.* The number of responses regarding social influence is provided in Table 4.16.

Table 4.16.

Grounded Theme for Sub-question 10: How does technology aid in balancing personal and professional duties?

Grounded Theme	Frequency Count
10. Technology as an easier way to manage entrepreneur businesses	13

Note. N = 20.

Grounded theme 10: *Technology as an easier way to manage entrepreneur businesses.* During the interviews, 13 participants (65%) described:

> Digital technologies increase productivity by freeing up time for other obligations and promoting teamwork. They added that new modern technology not only helps manage day-to-day tasks more efficiently but also allows them to allocate more time for personal responsibilities. Adopting modern technology and staying informed about new tools is essential for effectively balancing work and personal life.

Seven (7) participants (35%) mentioned in general that modern technology is one of the challenges they face. Women entrepreneurs need to work more digitally and stay current on all the latest tools available in the workplace.

Findings for Sub-question 11 (SQ11): How do networking opportunities influence entrepreneurial commitments? The combined data for sub-question 11 yielded one theme: *Networking as a driver of commitment and opportunity.* The number of responses regarding work-life collaboration is provided in Table 4.17.

Table 4.17.

Grounded Theme for Sub-question 11: How do networking opportunities influence entrepreneurial commitments?

Grounded Theme	Frequency Count
11. Networking as a driver of commitment and opportunity	12

Note. N = 20.

Grounded theme 11: *Networking as a driver of commitment and opportunity.* Out of the 20 participants, 12 (60%) highlighted that the presence of a supportive network provides emotional strength and practical help, enabling them to find new opportunities to grow and navigate the challenges of entrepreneurship while maintaining family obligations. Participant #16 said, "She wishes to be surrounded by admirable, aspirational, and encouraging women who support and inspire them." The other eight (8) participants (40%) did not emphasize the impact of networking possibilities on entrepreneurial commitments and instead concentrated on their strengths and capabilities.

Findings for Sub-question 12 (SQ12): What strategies are used to manage work-life balance? The combined data for sub-question 12 yielded one theme: *flexibility as a tool for work-life harmony. Table 4.18 provides the number of responses regarding flexible scheduling*.

Table 4.18.

Grounded Theme for Sub-question 12: What strategies are used to manage work-life balance?

Grounded Theme	Frequency Count
12. *Flexibility as a tool for work-life harmony*	12

Note. N = 20.

Grounded theme 12: *Flexibility as a tool for work-life harmony.* According to 12 participants (60%), flexible scheduling is a key strategy to balance work and personal

responsibilities effectively. These entrepreneurs reduced stress and enhanced productivity by structuring their work hours around personal priorities and obligations. They emphasized that flexibility enables them to maintain a healthy equilibrium between professional and personal commitments, fostering both emotional well-being and career satisfaction. This strategy emerged as a significant factor contributing to their ability to navigate entrepreneurship while managing family and personal obligations. Participant #11 shared, "Flexibility allows me to integrate my work and life commitments seamlessly, ensuring I can spend time with my children while still meeting business goals." Eight (8) participants (40%) said that flexibility allowed them to be more independent and shaped their lifestyle.

The findings highlighted that both personal and social factors significantly shape the business performance of female entrepreneurs. Strong relationships and support systems, empowerment through autonomy, personal growth, the desire for financial security, and gender identity collectively illustrate the complex interplay of personal motivations, social influences, and strategic management in shaping women's entrepreneurial success in Israel. Additionally, strategic task management, confidence, resilience, adopting digital tools, and flexible scheduling allowed entrepreneurs to align work with personal priorities, reducing stress and enhancing productivity while maintaining equilibrium between business and life.

Hence, based on the interview data, here are the common and typical answer descriptions for the 20 participants. Table 4.19. Shows a summary of the motivational factors.

Table 4.19.

Summarizing the description of personal and social motivational factors based on the data provided

Type of factor	Motivation Factor	Description	From data interview
Personal	Achievement	Desire for self-improvement and recognition.	As mentioned by many women, celebrating achievements and goal-setting.
Personal	Sense of Independence	The drive to make decisions independently and control one's work flexibility.	Multiple interviewees highlighted independence as crucial: Striving for creativity, autonomy, and personal fulfillment.
Personal	Economic Factor	Motivation to achieve economic stability and growth.	Consistently mentioned for helping their families, business continuity, and success.
Personal	Work-Life Balance	The ability to balance professional and personal responsibilities.	Discussed by interviewees, supported by family encouragement.

| Social | Sense of Community | The sense of belonging and receiving encouragement from peers and relatives. | It was highlighted as a major influence in maintaining resilience. Entrepreneurs mentioned this as a driver for their efforts and crucial for problem-solving and resource-sharing. |
| Social | Gender | Viewing gender not as a limitation but as a strategic advantage enables women to leverage their potential in entrepreneurial ventures fully. | Their gender as a force for good, using it to inspire innovation, challenge norms, and achieve their professional goals. |

Table 4.19. categorized the motivational factors influencing Israeli women entrepreneurs into personal and social dimensions, describing their significance and illustrating them from the interview data.

4.3 Evaluation of Findings

This section evaluates the findings from 20 study participants (female entrepreneurs in Israel). These findings were compared and contrasted against the relevant data from secondary sources such as academic relevant literature on entrepreneurship and motivation in

Israel, GEM (Global Entrepreneurship Monitor), OECD Studies on SMEs and

Entrepreneurship, and the Central Bureau of Statistics in Israel. Analysis of the aggregated

data derived from answers to two research questions (including 12 sub-questions) yielded

two major themes (presented in Table 4.6.): (a) Empowerment and Growth for Women

Entrepreneurs and (b) Holistic Strategies for Entrepreneurial Work-Life Harmony.

Evaluation of findings for RQ1.: How do personal and social motivational factors

influence the business performance of female entrepreneurs in Israel? The RQ1 was focused

on understanding how personal and social motivational factors influence the business

performance of female entrepreneurs in Israel. Using responses from 20 participants, the

research derived empirical evidence showing that combining personal aspirations and social

influences is crucial for better entrepreneurial performance. The combined evidence for RQ1

yielded one major theme - empowerment and growth for women entrepreneurs, supported by

six subthemes: (a) A healthy work and personal life, (b) Strong and mutually beneficial

relationships, (c) Generating independent decision-making, (d) Fostering opportunities for

continuous education and skill improvement, (e) Coordinating plans and assets to attain

financial stability, and (f) Gender as a strength and a source of resilience.

Major theme 1: Empowerment and growth for women entrepreneurs. This first

major theme highlights how motivational factors affect female entrepreneurs' performance in

Israel and how it may propel them toward innovation and resilience. It encompasses personal

factors, such as the pursuit of autonomy and economic stability, and social factors, such as

community support, social impact, and gender empowerment. This theme emerged from six

grounded themes corresponding to six sub-questions (SQ1 to SQ6). These sub-questions

were answered by 20 female entrepreneurs from Israel.

In response to the first SQ: How do relationships and support systems affect the

growth of female entrepreneurial businesses? The study's participants reported that

relationships and support systems are pivotal in the growth of female entrepreneurial businesses. Study participants reported that family support, especially shared responsibilities like childcare and emotional encouragement, boosts their entrepreneurial success. Participant #13 shared, "Family members often serve as informal counselors, and like the friend's influence, offering insights and supporting key decisions." Secondary sources corroborate this, emphasizing the value of family support in reducing stress and promoting resilience among female entrepreneurs (Abutbul Selinger, Guy and Shnider, 2023)**.** This finding indicated that family support emerged as a significant catalyst for entrepreneurial confidence and resilience, reinforcing existing studies highlighting the importance of personal life and healthy work in fostering women's entrepreneurial ventures.

In response to the second SQ: How do societal norms influence female entrepreneurs' performance? Community partnerships and networking events foster mutually beneficial relationships, aiding entrepreneurial performance. Participants highlighted the importance of mentors and role models. For example, Participant #15 stated, "Being part of a professional group allowed me to learn from others' experiences and navigate challenges better." Literature in entrepreneurship supports these findings, citing the role of social capital in business sustainability (Agarwal *et al.*, 2020; Cai *et al.*, 2022).

In response to the third SQ: How does their sense of independence and self-control influence their choice to launch a company? Autonomy in decision-making enhances entrepreneurial empowerment. Respondents noted that making independent choices contributes to creative solutions and self-confidence. Participant #7 remarked, "Deciding on my business direction without interference has been liberating and essential for growth." This finding indicated that generating independent decision-making to influence actions and outcomes fosters a sense of confidence and control. Similarly, the findings of the content

analysis of the secondary sources indicated that autonomy is important in driving entrepreneurial innovation (Agarwal *et al.*, 2020).

In response to the fourth SQ: How does the drive of personal fulfillment motivate female entrepreneurs in their business endeavors? Personal growth and learning opportunities were emphasized as crucial motivators. Fostering continuous education and skill improvement opportunities, ensuring productivity, and promoting personal fulfillment. Participants mentioned pursuing knowledge and skill development to stay relevant and competitive. Secondary data suggested that continuous learning correlates with improved business outcomes among women entrepreneurs (Rahim, Fabeil and Sung, 2017; Agarwal *et al.*, 2020; Katoch, 2022). Participant #6 said that "being a motivated woman is like having a superpower. That extra boost of energy and determination sets her apart from the rest. She is unstoppable when motivated and she can radiate confidence like a solar-powered disco ball".

In response to the fifth SQ: How does the desire to improve the financial situation affect the production of women entrepreneurs? Economic motivation was a significant driver, with participants striving for financial security and growth. Participant #2 mentioned, "Ensuring my family's well-being keeps me focused and ambitious." In addition, the findings of this study, as it relates to RQ1, coordinating plans and assets to attain financial stability, highlighted the significance of profit-driven motivations. Studies confirmed the economic imperative as a key motivator for entrepreneurial ventures (Mansor, 2005; Mansor *et al.*, 2020; Raimi *et al.*, 2023).

In response to the sixth SQ: How does gender identity as a motivation factor influence the performance of female entrepreneurs in Israel? Gender identity is a source of strength and innovation, with participants leveraging their unique perspectives to challenge norms and create impact. Participant #8 shared, "Being a woman in business motivates me to prove stereotypes wrong and succeed on my terms." While the findings of this study

indicated that gender is a strength and a source of resilience and may turn challenges into opportunities to differentiate and excel in the business landscape, secondary sources echo this, emphasizing the role of gender empowerment in fostering creativity and resilience (Malach-Pines and Schwartz, 2006; Guzman and Kacperczyk, 2019).

In conclusion, the results of RQ1 showed that strong personal goals and growth, and supportive social networks of family and community have a major impact on the commercial success of women entrepreneurs in Israel. These results support the insights gained from secondary data and highlight the complexity of entrepreneurial motivation.

Evaluation of findings for RQ2.: How do women entrepreneurs manage their businesses while balancing responsibilities and commitments that extend beyond the specific challenges of their industry? The focus of RQ2 was to have a deep understanding of the strategies employed by women entrepreneurs to navigate the dual demands of business management and personal commitments outside their industry challenges. Responses from 20 participants provided insights into how strategic approaches, external support, and adaptive practices empower them to achieve balance and sustain performance. The findings for RQ2 yielded one major theme: Holistic Strategies for Entrepreneurial Work-Life Harmony, supported by six sub-themes: (a) Effective time management, (b) Family as a foundation, (c) Professional networks for recognition, (d) Digital tools (e) Networking for business growth, and (f) Flexible scheduling.

Major theme 2: Holistic Strategies for Entrepreneurial Work-Life Harmony. The second major theme integrates the subthemes identified in Table 4.6 and highlights the synergy between strategic, personal, social, and technological aspects contributing to entrepreneurial success. This theme emerged as a result of six grounded themes corresponding to six sub-questions (SQ7 to SQ12).

In response to SQ 7: How do entrepreneurial women effectively juggle responsibilities while advancing their businesses? The study's participants reported that effective time management and goal setting enabled them to align professional and personal obligations, ensuring progress in both domains. In addition, the findings of this study, as it relates to RQ2, highlighted that aligning professional and personal goals through time management and clear prioritization enhances productivity and growth. Particularly dividing challenging tasks into smaller, more achievable steps to prevent feeling overwhelmed and to channel motivation effectively. Similarly, the findings of the content analysis of the secondary sources indicated that strategic management enables entrepreneurs to align professional and personal obligations (Gopalan *et al.*, 2017; Mansor *et al.*, 2020). Hence, the finding indicated that goal setting is a foundational tool, enabling women entrepreneurs to manage multiple commitments while prioritizing growth and focus.

In response to SQ 8: How important is family encouragement for practical entrepreneurship? This finding indicated that shared values and understanding within family support aiding resilience and confidence in entrepreneurial pursuits. Similarly, family as a foundation, serving as a cornerstone for entrepreneurial endeavors, offering emotional and practical stability, shared values, and confidence to navigate challenges (Heilbrunn and Davidovitch, 2011; Sharabi and Harpaz, 2013). According to Heilbrunn and Davidovitch, (2011), it was also found that women entrepreneurs have less conflict when they have the emotional and practical support of their family members and partners. Work-life balance is a big concern for Israeli women who work for themselves. The best predictor variable has always been family support. Alternatively, to put it another way, the factor determining the extent to which the work-family conflict exists is whether or not family support exists.

In response to SQ 9: How important is the support of a professional network for practical entrepreneurship? The study's participants reported that professional networks and

collaborative relationships amplify community recognition, contributing to sustained success. Examples of the networks here are book clubs, networking gatherings, or just spending time with other women with similar interests. Participant #3 said that she was able to expand their entrepreneurship experience through professional networks. In addition, the literature emphasizes that for women in Israel to succeed as entrepreneurs, they need to have families and networks of support, likewise entrepreneurial skills, and relevant industrial expertise (Rahim, Fabeil and Sung, 2017; Abutbul Selinger, Guy and Shnider, 2023). Moreover, this study's findings indicated that professional networks were shown to be essential for improving community recognition as well as for offering chances for mentoring and cooperation. This finding expanded existing literature by showcasing how networking fosters tangible and intangible benefits, from shared resources to societal validation of women entrepreneurs.

In response to SQ 10: How does technology aid in balancing personal and professional duties? The finding indicated that technological adaptation enabled entrepreneurs to manage their businesses effectively and more efficiently in their dynamic environments. Participant 7# said that she effectively navigated her dynamic business environments when she embraced digital tools and technologies. Technology has made it possible for people with different demographic and psychographic backgrounds to use their ideas to launch new firms (Katoch, 2022). Thus, the content analysis of the secondary data emphasized that the adoption of digital tools illustrates the growing importance of technology in entrepreneurial management. Digitalization facilitates process optimization, enabling entrepreneurs to operate more effectively, an insight that resonates with global trends emphasizing technology-driven business solutions.

In response to SQ 11: How do networking opportunities influence entrepreneurial commitments? Participants answered that building collaborative relationships within

professional networks is important to amplify entrepreneurial potential and foster sustainable opportunities and growth. "She would like to be surrounded by positive, supportive women who encourage, mentor, and support them," stated Participant #15. The findings collectively highlighted those opportunities for networking to foster creativity, contentment, and increased productivity.

In response to SQ 12: What strategies are used to manage work-life balance? The findings indicated that flexibility significantly affects women's entrepreneurial journey. This finding indicated that incorporating adaptable schedules that enabled entrepreneurs to balance professional responsibilities with personal commitments and improving work-life equilibrium aids in increasing productivity and achieving a balance between work responsibilities and personal commitments. Participant #19 claimed that flexible scheduling supports her productivity and promotes harmony between work responsibilities and personal commitments. Finally, and unexpectedly, the findings indicated that flexible scheduling emerged as a cornerstone for work-life balance. While literature often discusses flexibility as a general need, this study provided its role in enhancing productivity and maintaining personal commitments.

These findings in response to SQ 7 to SQ 12 contributed to the originality of the research by integrating perspectives on social dynamics, technological advancements, and strategic management within Israel's unique cultural and demographic context. These insights have practical implications for policymakers, corporate leaders, and educators aiming to empower women entrepreneurs through targeted programs, supportive networks, and digital infrastructure. This discussion will delve deeper into the next chapter, exploring their implications for practice and future research.

In general, the findings from this study answered the two research questions. They provided critical insights into the interplay of personal and social factors that significantly

impact women's business performance within the entrepreneurship landscape in Israel. They aligned with and expanded upon existing literature, offering varied perspectives on motivational factors, social dynamics, and practical strategies women entrepreneurs employ.

Hence, this study successfully highlighted the crucial interplay of personal aspirations, social support, and adaptive strategies in shaping the entrepreneurial motivations and performance of Israeli women entrepreneurs. It anticipates that women who exhibit a strong sense of achievement and independence, effectively manage family and financial responsibilities, leverage broad and supportive family and community networks, and demonstrate persuasive influencer abilities are significantly more motivated in their entrepreneurial pursuits. These motivated entrepreneurs are expected to perform at higher levels, showcasing resilience, innovation, and sustained business growth compared to those with lower levels of motivation. In addition, Israeli women entrepreneurs require specialized support focusing on effective task management, digital tools for productivity, and strong professional and family networks to handle work and personal obligations.

This formulation emphasizes the study's success in identifying actionable insights and aligns with its overarching research objectives.

4.4 Summary

Israeli women entrepreneurs must be driven, adaptable, and have a broad perspective to spot chances that present themselves as paths toward achievement to overcome obstacles and improve their business performance (Lerner, Brush and Hisrich, 1997; Lindvert, Laven and Gelbman, 2022). As mentioned before, the purpose of this study was to deeply understand the specific personal and social motivation factors affecting the performance of female entrepreneurs in Israel.

Therefore, this study used a qualitative methodology based on semi-structured exploratory interviews with female entrepreneurs, allowing individuals to express their

unique backgrounds, experiences, and underlying human behavior using non-numerical data. Rich insights were revealed, including specifics about their expectations, realities, and business journeys. Table 4.19. provided a clear summary of the motivational factors identified in this study, organized by type and supported with descriptions and examples from the interview's data.

Further research specific to the Israeli context would be needed to provide a more comprehensive understanding of this context using a large sample of female entrepreneurs.

CHAPTER V:

DISCUSSIONS, IMPLICATIONS, RECOMMENDATIONS, AND CONCLUSIONS

5.1 Introduction

The purpose of this study was to deeply understand the personal and social motivational factors influencing the business performance of female entrepreneurs in Israel and how these women manage their businesses while balancing personal and professional responsibilities. The study addressed the central problem of understanding and identifying unique entrepreneurial motivation factors among women entrepreneurs living in Israel in the context of the growth of small-sized enterprises.

Conducting this study is essential to addressing existing gaps in knowledge, promoting motivation in entrepreneurship, offering policymaking guidance, and helping maximize the performance of small businesswomen entrepreneurs in Israel. Failure to conduct this research could limit the potential for small business growth among women in Israel and miss opportunities for innovations and breakthroughs in various areas.

The study used a qualitative research methodology and semi-structured interviews with 20 Israeli women entrepreneurs. Their lived experiences could be thoroughly examined according to the study design, highlighting their strategies, challenges, and motivations. The data provided a comprehensive understanding of the interaction between personal and social influences and business performance. However, the study was not without its limitations. The relatively small sample size may limit the generalizability of findings, and reliance on self-reported data could introduce bias. Ethical considerations, including informed consent and confidentiality, were upheld throughout the research process to ensure participants' rights and well-being.

This chapter is structured as follows: (a) Discussions: A detailed analysis of the findings, linking them to the research questions and existing literature; (b) Implications: An

exploration of the study's results and findings for successful women entrepreneurs in small business; (c) Recommendations: Suggestions for future research and practical applications for policymakers; (d) Conclusions: A summary of the study's key insights and overall significance.

5.2 Discussions

This study is intended to report on the journeys of 20 women entrepreneurs in Israel who shed their experiences, types of personalities, and the challenges they are facing. While other researchers have studied several of these elements, these aspects have rarely been covered in a single qualitative study conducted in Israel. Based on the data presented in the search results, multiple personal and social motivation factors impact the performance of women entrepreneurs in Israel. The urge for work-life balance, achievement, self-improvement, and personal growth are primary personal drivers that embolden women in Israel to initiate their businesses. The need for independence, autonomy, and control over their work is a significant factor that inspires women to become entrepreneurs. Furthermore, to overcome obstacles and achieve better, female entrepreneurs in Israel must possess the desire, adaptability, and vision necessary to identify opportunities that lead to entrepreneurial success. Moreover, they must stay updated on the latest technological tools and advancements, as technology and digitalization are becoming increasingly important in the workplace.

A detailed analysis and a rich discussion of the findings will be presented below for each research question within the literature review and the interview data.

Discussion of Research Question One:

This study points to a dynamic relationship between social and personal factors that affect how well women entrepreneurs perform in Israel. Regarding RQ1: How do personal and social motivational factors influence the business performance of female entrepreneurs in

Israel? According to the academic study perspective, the findings demonstrated that motivating factors significantly encourage women entrepreneurs to achieve better. These individual motivational elements are consistent with the body of research on female entrepreneurship, which indicates that women are frequently driven from within to launch and expand their own companies (Heilbrunn, Abu-Asbeh and Nasra, 2014). The current study demonstrated below the important influence of personal and social motivation elements on the small business performance of female entrepreneurs in Israel.

Personal factors:

Achievement, independent desire, economic growth, and work-life balance drive female entrepreneurs in Israel to improve their business performance.

The Desire for Self-Achievement: Achievement and self-realization are some of the basic elements of motivation that affect performance. Women entrepreneurs in Israel may be motivated by the desire to achieve success, recognition, and personal growth. A study conducted in Nazareth found that women entrepreneurs had a strong sense of purpose and a desire for self-fulfillment, which drove them to pursue entrepreneurship in the old city. Their need for personal fulfillment, leaving the house, and accomplishing something for themselves also served as a powerful motivator for them (Lindvert, Laven and Gelbman, 2022).

Sense of Independence: This is a basic motivation affecting performance. It is a recurring theme, with participants highlighting the need for control over decisions and operations. Women entrepreneurs in Israel may be motivated by the desire to be their boss, make their own decisions, and have control over their work.

Economic: Women entrepreneurs in Israel may be motivated by the desire to make money, create jobs, and contribute to the economy. Participants noted financial stability as a primary goal, emphasizing the link between income generation and personal satisfaction.

Work-Life Balance: This is an important motivational factor for women entrepreneurs. Women entrepreneurs in Israel may be motivated by the desire to balance their work and personal lives. Additionally, Interviewees said that Israeli women entrepreneurs generally become entrepreneurs after their children have grown up and they have support from their families. The fact that they have a family they are responsible for strengthens their idea of being entrepreneurs. This aligns with the strong family orientation prevalent in Israeli culture and the existence of institutional arrangements that support the working mother model as long as she prioritizes family responsibility.

Social Factors:

The social, supportive narrative is important for women entrepreneurs in Israel. Women entrepreneurs in Israel may be motivated by the collaboration between the strong sense of community and the supportive network of family.

Sense of Community: The strong sense of community among Israeli women entrepreneurs is a powerful social drive that can improve their performance. This is seen in several ways:

A woman with the backing of supportive friends and family, mentors, and role models who share her ambition and support her throughout her journey can change the game by strengthening her motivation to learn, progress, and perform better.

Women entrepreneurs can also greatly benefit from the assistance and growth that comes with mentorship from experienced entrepreneurs. Participate in coaching and mentoring programs to learn from experienced entrepreneurs and obtain additional assistance.

Encouraging an open environment where women entrepreneurs can share their concerns and ask for advice offers a sense of belonging. Communities such as Yazamiyot and several entrepreneur groups, which are cooperative, supportive groups on social media, provide a good source for sharing resources, knowledge, and experiences.

Social Impact (included the strong ability to influence others): Another social drive for women entrepreneurs in Israel is the opportunity to influence others. Many women entrepreneurs in Israel are motivated to make a positive social impact. Women entrepreneurs in Israel may be motivated by the opportunity to create innovative solutions to social problems and contribute to the greater good. This included the strong ability to influence and encourage other women to start their independent journey. According to the results of the interviews, females became entrepreneurs just because of what their female entrepreneurs' friends are, and they said that this is a more effective way to drive performance. Productive female entrepreneurs have the power to change society's perspectives and encourage other women to follow their dreams of becoming entrepreneurs.

Gender Factor: According to Greenberg *et al.*, (2019), women entrepreneurs highlighted the uniqueness of their products, their personality, their attention to clients, and the specific target audience of their services as their main strengths. These results are consistent with those regarding the different aspects of businesses, and they may be explained by the fact that women specialize in various industries than men do.

Therefore, women entrepreneurs in Israel must comprehend these personal and social factors and use them to their advantage. By doing so, they might accomplish their objectives and have the entrepreneurial spirit to conquer challenges and perform better.

Discussion of Research Question Two:

This study explored the strategies employed by female entrepreneurs in Israel to navigate professional and personal responsibility challenges. Regarding RQ2: How do women entrepreneurs manage their businesses while balancing responsibilities and commitments that extend beyond the specific challenges of their industry? The study has given researchers a thorough understanding of how these women ran their businesses while

keeping up with responsibilities and commitments that went beyond the particular difficulties of their line of work. Below is a discussion of five strategies to answer the question:

1. Effective Time Management and Goal Setting: Participants emphasized setting strategic priorities to balance work and family obligations. Setting goals and breaking larger tasks into manageable objectives allowed these entrepreneurs to sustain productivity while minimizing stress.

2. Family as a Source of Support: The study highlighted the family's pivotal role in providing emotional and logistical support. Many participants credited their success to spousal encouragement and cooperative parenting, which eased their workload and fostered resilience during challenging times. This aligns with the cultural norm in Israel of strong familial bonds and community-driven support networks.

3. Networking and Collaboration: Engaging with professional networks and community groups offered significant benefits, including mentorship opportunities, shared resources, and enhanced industry recognition. These interactions fostered a sense of belonging and mutual growth, further enabling participants to thrive.

4. Technological Adaptation: Participants noted the increasing importance of digital tools and technology in managing their businesses efficiently. Hence, technology has enabled them to optimize operations while balancing other commitments.

5. Flexibility as a Key Enabler: Surprisingly, the ability to set their schedules was frequently mentioned as a primary advantage of entrepreneurship. This flexibility allowed participants to adjust their workload based on priorities, contributing to a healthy balance between work and personal life.

The findings revealed that effective time management, leveraging familial and social support systems, technological adaptation, and maintaining a flexible work structure were critical to their success.

5.3 Implications

The current literature study and the interview data examined the practical implications for motivation factors across the performance of female entrepreneurs in Israel, considering personal and social motivation factors. The findings in this relatively unexplored domain offer theoretical and practical insights for policymakers, educators, and practitioners involved in supporting women entrepreneurs and for future results. The findings also have implications for motivating existing female entrepreneurs, females looking to establish and expand new businesses, and individuals working to encourage more women to consider entrepreneurship a possible career choice.

Theoretical Implications:

This research significantly contributes to the three key theories outlined in Chapter II: Pull and Push Motivation Theory, Theory of Reasoned Action, and Human Society Theory. By examining the personal and social motivation factors influencing women entrepreneurs in Israel, this study provided several insights that extend these theoretical frameworks in the following ways:

1. Pull and Push Motivation Theory

This research confirmed the applicability of the Pull and Push motivation theory within the Israeli entrepreneurial ecosystem and aids in understanding the motivational and demotivational factors for female entrepreneurs in Israel. It highlighted that women entrepreneurs are driven by two driving and challenging parameters:

1. Pull factors, such as social growth and independence, attract women to entrepreneurship,

2. Push factors, such as unemployment and financial necessity, force them into business ownership.

These findings aligned with global studies but emphasized cultural and regional aspects, such as family support and societal norms influencing entrepreneurial behavior and performance. Therefore, the study revealed that these factors often interact dynamically rather than independently and that recognizing the interplay between these factors is crucial for designing policies and support systems that empower women entrepreneurs to thrive in Israel's evolving economic landscape. For instance, while push factors like economic instability may initiate entrepreneurial activity, pull factors sustain long-term performance by providing intrinsic satisfaction.

Hence, entrepreneurial motivation is not static—many women transition from necessity-driven to opportunity-driven entrepreneurship as they gain experience, develop networks, and grow their businesses.

2. Theory of Reasoned Action

This study reinforced the theory of reasoned action by illustrating and clarifying how personal and social motivators influence the intentions and plans of female entrepreneurs in Israel, particularly their entrepreneurial behaviors and performance. Findings suggested that (1) motivations tied to societal expectations, family roles, and individual aspirations directly shape their entrepreneurial actions, and (2) entrepreneurial training programs should consider behavioral and motivational dimensions to align intentions with desired business outcomes effectively.

Ultimately, applying the theory of reasoned action to the study of women entrepreneurs in Israel enhances our understanding of how personal aspirations and societal influences interact to shape entrepreneurial behavior and business outcomes. By considering both internal motivations and external pressures, TRA provides a comprehensive lens for

exploring the decision-making processes and performance dynamics of female entrepreneurs in Israel.

3. Human Society Theory

This research was built on human society theory by highlighting the integration of the personal aspirations factor (such as independence and work-life balance) and the social networks factor (such as family and community support) in shaping entrepreneurial performance. The study also emphasized the critical role of social capital in facilitating innovation and overcoming gender-specific challenges. Women entrepreneurs leverage their networks to access resources, navigate societal barriers, and enhance business performance. Hence, findings indicate that societal norms and gender roles significantly impact women's entrepreneurial decisions and outcomes. This contribution aligns with the theory's emphasis on the influence of societal structures on individual behavior. The combination of personal and social motivation factors in shaping women entrepreneurs' performance in Israel can be effectively explained through human society theory and social capital theory. While personal motivations such as achievement, independence, and economic stability drive women toward entrepreneurship, social factors such as family support, community engagement, and institutional backing significantly enhance business performance. Understanding these interconnected forces is essential for designing policies and support systems that empower women entrepreneurs and foster sustainable business development in Israel.

Hence, this study showed that comprehending women's entrepreneurship requires a multifaceted approach, combining aspects of all three theories above. It highlighted that to evaluate entrepreneurial performance effectively, social and personal elements must be taken into account.

In summary, this research contributed to the theoretical understanding of women's entrepreneurship by offering an integrated perspective on personal and social motivators. It

extended existing frameworks while providing actionable insights for enhancing entrepreneurial outcomes through policy and practice. The study also calls for further exploration of how these theories intersect with emerging issues such as technological innovation and global economic shifts.

Practical implications:

According to the voices of women who participated in this study and the results and findings specifically for small businesses, the following practical implications were made to ensure successful business practices, particularly for policymakers. The study underscored the importance of integrating push and pull considerations into entrepreneurial policy-making and also highlighted the importance of creating more programs and initiatives tailored to address women entrepreneurs' unique challenges. This could include offering the following applications:

1. Seminars, conferences, discussions on female entrepreneurship, strategies, laws, and regulations, and presenting stories of female entrepreneurs' success can encourage others to start their businesses professionally and orderly.

2. Networking social events, mentoring services, cooperation, and knowledge exchange venues can empower women to leverage social capital for business growth.

3. Increasing programs like Maof offer financial support, resources, and training to help women entrepreneurs build and scale their businesses.

4. Training on digital tools, leadership development, and strategic time management can better equip women entrepreneurs to navigate the complexities of balancing professional and personal commitments.

5. Tailored support systems, including childcare solutions and flexible working environments, could further empower women to excel in their ventures.

Implications for research question 1: How do personal and social motivational factors influence the business performance of female entrepreneurs in Israel? The findings for this question highlighted the interplay between personal and social motivational factors and entrepreneurial performance, particularly within the Israeli small business context. Table 5.1 provides key implications related to it.

Table 5.1.

Description of the key implication of personal and social motivational factors and their applications

Key Implication	Application
Personal and social support systems, particularly family involvement, are important factors in small business performance. It reduces stress and builds resilience by providing practical, strategic, and emotional support.	To assist women entrepreneurs in successfully juggling their obligations, policymakers and programs for entrepreneurial growth should prioritize family-inclusive strategies like supporting childcare or encouraging family-business collaborations.
Women entrepreneurs benefit from autonomy since it increases their creativity, self-assurance, and control over their businesses. Independent decision-making promotes long-term corporate sustainability in addition to creativity.	Workshops and training programs on decision-making should be incorporated into training programs to foster independent cognitive processes and problem-solving abilities, especially for female entrepreneurs.
One of the most important drivers of entrepreneurial success is personal fulfillment, such as continuing education.	To improve entrepreneurial abilities, public and private organizations should invest in lifelong learning initiatives like

Productivity and market competitiveness are directly correlated with a commitment to self-improvement.	online learning platforms, vocational training, and scholarships.
Financial motivations are one of the driving forces behind entrepreneurship, and women entrepreneurs prioritize long-term financial stability and family well-being.	Programs for financial education and easier access to investment, like small company grants intended especially for women, can improve economic results and enable business owners to reach their financial goals more easily.
Gender identity encourages women to challenge expectations and achieve progress by serving as a motivation and an innovative tool. This component of empowerment aids in making women's businesses unique in competitive marketplaces.	The accomplishments of female entrepreneurs should be celebrated by policies and programs that support gender empowerment, including mentorship programs and role models that encourage more women to pursue the industry.
Successful entrepreneurship is greatly influenced by the relationships developed through professional associations and community partnerships. These networks offer strategic alliances, mentorship, and resource access.	Governments should create or support more networking sites and mentorship programs so that women may exchange experiences, learn from one another, and build partnerships that drive business growth.

Table 5.1 highlights the multifaceted nature of entrepreneurial motivation, integrating the two factors: personal aspirations and social structures. These insights suggested a need for

holistic approaches that recognize the interplay of personal, familial, and societal influences on women's entrepreneurial performance. Policies and programs designed with these insights can create better environments where women entrepreneurs in Israel can thrive professionally and personally.

      Implications for research question 2: How do women entrepreneurs manage their businesses while balancing responsibilities and commitments that extend beyond the specific challenges of their industry? Based on the evaluations of findings, the findings for RQ2 highlighted key strategies and resources that enable Israeli women entrepreneurs to balance professional responsibilities and personal commitments. These insights provided significant implications for future research, practice, and policy. Table 5.2 provides key implications and applications related to it.

Table 5.2.

Description of the key implication and application for the balance between professional responsibilities and personal commitments

Key Implication	Application
Goal-setting and efficient time management allow entrepreneurs to balance their personal and professional obligations, ensuring advancement without depression. Organizing work into small, achievable steps increases motivation and output.	Time management courses that emphasize useful strategies like task delegation and prioritization to handle multiple obligations should be part of entrepreneurial training programs in Israel.
Family members' emotional and practical support builds resilience and confidence,	The policy should encourage family-friendly practices, such as flexible daycare options and rewards for family

which lowers work-life conflict and improves entrepreneurial performance.

participation in business endeavors. Initiatives that promote shared family duties could reduce the difficulties experienced by female business owners.

Networking and collaboration, offer professional relationships and community recognition, which are crucial for sustaining a business.

Organizations and governments should establish platforms for women to connect with professional networks, such as networking events and collaborative spaces. Encouraging participation in these networks can increase access to resources and peer support.

Digital technologies help entrepreneurs better manage dual commitments, react to dynamic environments, and simplify operations.

Programs for technology knowledge targeted toward female entrepreneurs need to be extended, emphasizing easily available and reasonably priced resources for marketing, communication, and business management.

Networking increases business potential and opportunities by offering possibilities for networking and exposure to a range of viewpoints. It also promotes creativity, fulfillment, and enhanced productivity.

Activities to promote networking among female entrepreneurs should be developed by policymakers and educators. These efforts should include formal and informal organizations that exchange and share best practices, provide mentorship, and promote mental health.

Scheduling flexibility is crucial for juggling work and personal obligations, growing productivity, and improving satisfaction.	Employers, legislators, and business owners should support and implement flexible work arrangements, including part-time alternatives, adjustable schedules, and hybrid work environments, to meet the various demands of female entrepreneurs.

Table 5.2 highlights the significance of combining strategic management, family dynamics, professional networks, and technology to help women entrepreneurs achieve work-life balance. By attending to these complex demands, stakeholders can establish an environment that encourages sustainable entrepreneurial growth and gives women the tools they need to succeed in their personal and professional domains.

This study contributes to understanding the complexity of entrepreneurial motivations. It offers insights and actionable strategies for enhancing the business performance of women entrepreneurs in Israel and similar socio-cultural dynamics.

5.4 Recommendations

The results of this study mainly showed how important it is to continue working to build an inclusive entrepreneurial environment in Israel that meets women's requirements and goals in entrepreneurship. The following recommendations are presented based on the study results:

1. Addressing Gender Issues through Entrepreneurial Policies and Programs: The study emphasizes the importance of delving deeper into gender-specific barriers and opportunities within the entrepreneurial landscape. Future initiatives should focus on creating programs that empower women to

leverage their gender identity as a strength while addressing societal biases that hinder their progress. Incorporating gender-responsive policies in entrepreneurship training and support programs can contribute to leveling the playing field for women entrepreneurs.

2. Strengthening Organizational and Governmental Support:

Government and organizational policies play a pivotal role in shaping entrepreneurial success. Future studies should investigate the effects of organizational procedures and government regulations on entrepreneurial performance. To sustain and enhance women entrepreneurs' success, it is vital to advocate for continuous government support, such as subsidies, accessible funding, and tailored tax benefits. Thus, women entrepreneurs in Israel need continuous government assistance to be more successful.

3. Broadening Support Beyond Motivation:

While motivation is a key driver of entrepreneurial success, other factors, such as skills, resources, and market conditions, are equally important. Comprehensive support systems should include initiatives to improve access to capital, provide skill-building workshops, and ensure women entrepreneurs are equipped to navigate complex market environments.

4. Fostering Innovation and Technological Proficiency:

Given the increasing role of technology in entrepreneurship, programs that encourage women entrepreneurs to adopt and innovate with digital tools are essential. Workshops on technological advancements, digital marketing strategies, and e-commerce could enhance their operational efficiency and market reach.

Though there is not a single motivational strategy that works for everyone, implementing the recommendations mentioned in this study helps in two ways:

1. Stakeholders can create a proper support system where women entrepreneurs thrive, transferring their goals to commitments and contributing to their individual success, the Israel's broader economic and social development.

2. Women entrepreneurs in Israel may be well on their way to maintaining motivation as a secret weapon and empowering the environment that sets them apart. After all, according to most participants' answers, highly motivated entrepreneur women are unstoppable. They will hold their power and let their light shine because nothing is more motivating than an entrepreneur woman who knows her worth.

5.5 Conclusion

This study delved into the motivations and experiences of 20 women entrepreneurs in Israel, offering insights into their personal and social motivators and how these factors influence their small business performance. The study highlighted the critical role of personal factors such as work-life balance, independence, and economic growth, in driving entrepreneurial success. Social factors, including strong community networks and family support, emerged as equally vital in providing resilience and fostering collaboration.

The qualitative case study approach, utilizing semi-structured interviews, offered insightful knowledge about the motivating dynamics of women entrepreneurs in Israel, identified and deepened understanding of the best personal and social factors that affect their business performance, and thus encouraged the growth and prosperity of women-owned enterprises in Israel country and for future global women entrepreneurs. A rich understanding of the participants' lived experiences allowed for exploring nuanced themes that might be overlooked in quantitative research. However, the study's scope—focusing on small

businesses in Israel and a small group of participants—limited the generalizability of its findings to broader entrepreneurial contexts.

Key takeaways included the importance of strategic task management, leveraging digital tools, and fostering support systems to reduce work-family conflicts and improve operational efficiency. These findings underscored that entrepreneurial success is a dynamic process requiring adaptability, continuous learning, and resilience in facing challenges.

In conclusion, this study shed light on women entrepreneurs' unique motivations and strategies in Israel. It served as a foundation for future studies to further explore the interplay of personal and social factors, aimed to enhance entrepreneurial environments and support systems, in a larger sample size of group. By applying these insights, female entrepreneurs in Israel can achieve their goals, contribute significantly to the economy, and pave the way for a more inclusive and thriving entrepreneurial ecosystem.

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APPENDIX A

SURVEY COVER LETTER

Dear participant,

I hope this letter finds you well.

My name is Hedal, currently residing in Austin, Texas. I am studying doctoral business administration degree. My thesis is entitled:

PERSONAL AND SOCIAL FACTORS OF MOTIVATION ACROSS THE PERFORMANCE OF WOMEN ENTREPRENEURS IN ISRAEL.

The intention is to find the motivation factors influencing the business performance of this group of women, and I would love for you to be part of the research. The data will be collected in 2023 and the study will conduct in 2025. I am inviting you to participate in this study and accept that we will schedule a virtual interview that we will arrange over Zoom or Google Meet platform in which I will ask you ten questions on this topic.

Duration of the interview: 60 minutes.

The interview times are according to your schedule and in-country time, between 3:00-10:00 PM from Monday to Saturday.

Attached is the consent form for the interview for your signature, the text is in English and I am ready for any additional inquiry.

If you are worried about this research, or if you are concerned about how it is being conducted, you can contact SSBM by email at contact@ssbm.ch.

Thank you for your consideration and for your time,

Hedal Elias Farraj

Phone number: +972 50-4553760/ +1 (737)-297-9396

APPENDIX B

INFORMED CONSENT

Interview Consent Form

Research project title: PERSONAL AND SOCIAL FACTORS OF MOTIVATION

ACROSS THE PERFORMANCE OF WOMEN ENTREPRENEURS IN ISRAEL.

Research investigator: Hedal Elias Farraj

Research Participant name:

The interview will take 60 minutes. We don't anticipate any risks associated with your participation, but you have the right to stop the interview or withdraw from the research at any time.

Thank you for agreeing to be interviewed as part of the above research project. Ethical procedures for academic research require that interviewees explicitly agree to be interviewed and how the information contained in their interview will be used. This consent form is necessary for us to ensure that you understand the purpose of your involvement and that you agree to the conditions of your participation. Would you therefore read the accompanying **information sheet** and then sign this form to certify that you approve the following:

1. The interview will be recorded and a transcript will be produced

2. You will be sent the transcript and allowed to correct any factual errors (optional)

3. The transcript of the interview will be analyzed by Hedal Elias Farraj a research investigator

4. Access to the interview transcript will be limited to Hedal Elias Farraj and academic colleagues and researchers with whom he might collaborate as part of the research process

5. Any summary interview content, or direct quotations from the interview, that are made available through academic publications or other academic outlets will be anonymized so that you cannot be identified, and care will be taken to ensure that other information in the interview that could identify yourself is not revealed

6. The actual recording will be (kept or destroyed state what will happen)

Any variation of the conditions above will only occur with your explicit approval.

<u>Quotation Agreement</u>

I also understand that my words may be quoted directly. With regards to being quoted, please initial next to any of the statements that you agree with:

	I wish to review the notes, transcripts, or other data collected during the research about my participation.
	I agree to be quoted directly.
	I agree to be quoted directly if my name is not published and a made-up name or number (pseudonym) is used.
	I agree that the researchers may publish documents that contain quotations by me.

All or part of the content of your interview may be used;

1. In academic papers, policy papers, or news articles

2. On our website and in other media that we may produce such as spoken presentations

3. On other feedback events

   o In an archive of the project as noted above by signing this form I agree that;

   o I am voluntarily taking part in this project. I understand that I don't have to take part, and I can stop the interview at any time;

   o The transcribed interview or extracts from it may be used as described above;

   o I have read the Information sheet;

   o I don't expect to receive any benefit or payment for my participation;

   o I can request a copy of the transcript of my interview and may make edits I feel necessary to ensure the effectiveness of any agreement made about confidentiality;

   o I have been able to ask any questions I might have, and I understand that I am free to contact the researcher with any questions I may have in the future.

_____

Printed Name

_____   _____

Participants Signature   Date

_____   _____

Researcher Signature   Date

<u>Contact Information</u>

This research has been reviewed and approved by the Edinburgh University Research

Ethics Board. If you have any further questions or concerns about this study, please contact:

Name of researcher: Hedal Elias Farraj

Full address: 281 Stone View Trl. 78737 Austin, Texas

Tel: +1 (737) 297-9396 / +972 50-4553760

E-mail: hedalfarraj@gmail.com

You can also contact the mentor/supervisor:

Name: Dr. Ivica Katavic

E-mail: ivica@ssbm.ch

What if I have concerns about this research?

If you are worried about this research, or if you are concerned about how it is being

conducted, you can contact SSBM by email at contact@ssbm.ch.

Thank you.

APPENDIX C

INTERVIEW GUIDE

Hello,

Thank you for taking the time to meet with me virtually and be a part of my DBA journey, this study intends to find the motivation factors influencing the business performance of women entrepreneurs in small businesses. The interview will have ten questions. I will read out each question and record each question and your answer.

Name of interviewee:

Date and time of interview:

Question number 1:

Tell me about yourself. What five adjectives describe you best?

Question number 2:

What motivated you to become an entrepreneur?

Question number 3:

How has your experience over the years prepared you to be an entrepreneur?

Question number 4:

Do you feel as an entrepreneur, that you have the opportunity to use fully your knowledge and skills? If so, tell me more about this.

Question number 5:

Is the location of your business a deciding factor for your success?

Question number 6:

What do you see as your most important responsibilities and tasks?

Question number 7:

How do you handle stress and pressure? I mean, what do you do when things don't go smoothly at work? How do you deal with difficult situations?

Question number 8:

Do you feel that you receive encouragement from other women entrepreneurs in your field? If yes, how do women get motivated by other women entrepreneurs in Israel?

Question number 9:

Do you have any suggestions for improving the quality of life for entrepreneur women in Israel? If so, what would you like to see?

Question number 10:

What are your goals for the future?

Follow-up questions:

What do you think it will be like in 5 years?

Could you describe any turning points during your work?

Why do you think women want to be entrepreneurs?

Thank you again for collaborating during the interview. It was a pleasure to learn more about you.

Regards,

Hedal