T h e J o u r n a l o f D e v e l o p i n g A r e a s
Volume 49 No. 2 Spring 2015

WOMAN ENTREPRENEURSHIP IN RURAL VIETNAM: SUCCESS AND MOTIVATIONAL FACTORS

Quan V. Le
Peter V. Raven
Seattle University, USA

ABSTRACT

The objective of this study was to examine the impact of a number of variables on the perceptions of women entrepreneurs' success and motivational factors. We partnered with PeaceTrees Vietnam, a Seattle-based NGO and the Women's Union of Vietnam to conduct field work in Quang Tri province in central Vietnam. A survey was administered to 20 women entrepreneurs in 6 different communes. Of the 120 surveys administered, 109 usable surveys were received. We found that women owners of businesses in Quang Tri Province perceived success to be a result of their values and perceptions of entrepreneurship. Similarly, the women were motivated by both their perceptions of values and perceptions of entrepreneurship.

JEL Classifications: O1, O12, O53
Keywords: Women Entrepreneurship Development, Microenterprises, Microcredit, Success, Motivations, Problems
Corresponding Author's Email Address: pvraven@seattleu.edu

INTRODUCTION

In 1998, the Government of Vietnam introduced the National Plan of Action for the Advancement of Women to integrate women into the national development agenda without discrimination. Woman entrepreneurship development is a critical part of this national plan. Economic empowerment of women, particularly in rural areas, is a way out of the poverty cycle. The World Bank (2006) indicates that gender differences in poverty are small, but older women – especially in rural areas – are overrepresented among the poor. The objective of this paper is to study woman entrepreneurs in rural Vietnam; in particular, their motivations, perceived success, and problems. We partnered with PeaceTrees Vietnam (hereafter PeaceTrees), a Seattle-based Non-Governmental Organization (NGO) and the Women's Union of Vietnam (hereafter Women's Union) to conduct field work in six rural communes in Quang Tri province.

The majority of the population in Vietnam is still living in rural areas. According to the United Nations Industrial Development Organization (UNIDO, 2005), supplementary sources of income are needed because farming activities often do not generate full-time employment for all family members, nor sufficient household income. A World Bank study (2006), found that about 56% of rural households used the money they borrowed to invest in non-agriculture business, while between 32% and 35% used the loan to invest in agriculture and other sectors. However, operating a successful microenterprise is a complicated process requiring entrepreneurial know-how,

networking opportunities, and access to markets. The current lack of attention to the needs of woman-owned businesses across the country is limiting their growth potential, especially in rural areas where resources are constrained. Our paper attempts to identify the motivational and success factors, as well as problems faced by women business owners in rural Vietnam. A previous study on entrepreneurs' motivational and success factors in Vietnam (Benzing, Chu, and Callanan, 2005) was focused on two major cities – Hanoi and Ho Chi Minh City. The current study is focused on rural businesses owned by women. We believe that there are differences in motivations, success factors, and perceived problems between urban and rural Vietnam.

We conducted our study in the rural areas of central Vietnam in Quang Tri Province. Quang Tri province was the site of the most devastating battles during the war. From 1966-1975, the demilitarized zone between North and South Viet Nam located in the central region of the country was subjected to extensive bombing and military action during the Vietnam War. Besides the human devastation caused by the bombing, unexploded ordnance made farming dangerous and much of the land was rendered temporarily infertile and incapable of supporting even subsistence agriculture (Miguel and Roland, 2011). Since that time, efforts have been made to reduce the poverty in this region, but much more is needed.

Even today, the extensive landmine and unexploded ordnance (UXO) contamination impedes full participation of farmers in a wide range of productive agricultural activities. As a result, Quang Tri province is one of the poorest provinces in the central region of the country. Several programs for reducing poverty have been explored. One promising program has been microfinancing of small businesses. PeaceTrees is an organization dedicated to "healing the land" by sponsoring demining operations, education, microfinancing, and other initiatives to mitigate the devastation (PeaceTrees, 2013). The organization of the paper is as follows. Section 1 introduces the objective of the study. Section 2 provides a brief background of the challenges facing Vietnamese women business owners, microfinance, women-owned businesses, and self-help groups. A literature review on motivations, success factors, and problems of entrepreneurs in developing countries is also presented in this section. Section 3 describes the survey, including the methodology, a descriptive analysis of the characteristics of the women entrepreneurs and their microenterprises. Section 4 provides data analysis of the survey, consisting of factor analysis, cross tabulation analysis, and regression analysis. Section 5 concludes.

BACKGROUND AND LITERATURE REVIEW

Background

Women have contributed significantly to the economic development of Vietnam. However, there are impediments to the growth of microenterprises owned by women. In 2006 the International Finance Corporation (IFC), the Gender Entrepreneurship Markets Initiative (GEM), and the Mekong Private Sector Development Facility (MPDF) funded by the Australian Agency for International Development (AusAID) published a comprehensive national survey of women business owners in Vietnam (IFC, 2006). The key findings of the study suggest several needs of women business owners including:

access to capital and financing, lack of attention to the needs of women business owners, need more opportunities for networking and forming mentoring relationships, strong need for entrepreneurship education and training, among others. In the following sections, we review the role of microfinance in encouraging small business development, women-owned businesses, and self-help groups.

Microfinance

One method for encouraging entrepreneurial and small businesses in developing countries has been through microfinancing. Several studies have concluded that microfinancing does help bring poor people out of poverty, although not all microfinancing programs are equally efficient (King, 2008; Swain, Nguyen, and Vo, 2008). Makina and Malobola (2004) found that microfinancing was especially beneficial for woman-owned businesses in rural areas where these programs have been targeted. While important for some woman-owned businesses, microfinancing has had mixed results in other cases (McCarter, 2006). While it has helped many women in their businesses, microfinancing has a limited effect on empowering women, creating upward mobility, and contributing to long-term economic growth. Microfinancing, however, had a positive influence on women's social capital and normative influence in India, facilitating women's collective empowerment (Sanyal, 2009).

Woman-owned Businesses

Many traditional societies tend to be male-dominated, especially in the workforce. With deteriorating economic conditions, more women are seeking employment, even in rural areas. Businesses that may have been unavailable for women in the past are now more accessible due to changing attitudes and the greater availability of capital. It has been commonly thought that women were not as entrepreneurial as men, but that notion is being displaced. A recent study in China has shown the gender gap in entrepreneurship may be closing (Harris and Gibson, 2008). However, there are differences between men and women entrepreneurs. Women entrepreneurs in Vietnam were found to be more risk averse than were men (Fletschner, Anderson, and Cullen, 2010).

Self-Help Groups

Self-help groups have been studied as a way to increase effectiveness of woman-owned businesses. They are thought to increase mutual trust, a spirit of thrift, group cohesiveness, among other attributes. Self-help groups have been empirically found to increase socio-economic status in rural India (Amutha, 2011). Sanyal (2009) found economic ties among members, the structure of the group network, and women's participation in group meetings contributed to collective action in promoting social capital and normative influence. Self-help groups were found to be especially important in developing communication skills for poor women in India. Improving communication skills was related to better access to banks, to become successful micro-entrepreneurs and self-reliant successful women in all respects (Pangannavar, 2012).

Literature Review

The literature on motivations, success factors, and problems of entrepreneurs is limited to several studies by Benzing and Chu and their co-authors in several developing and transition economies including Vietnam, India, Romania and Hungary, Ghana and Kenya, and Turkey. Benzing, Chu, and Callanan (2005) provided a regional comparison of the motivation and problems of Vietnamese entrepreneurs in Vietnam. They found that entrepreneurs in Ho Chi Minh City were more motivated to establish a business for personal satisfaction and growth, whereas in Hanoi entrepreneurs were more interested in the need to provide jobs for family members. In contrast, Benzing and Chu (2005) found that entrepreneurs in India were most strongly motivated by being their own boss, and the second strongest motivation factor was to increase their income. Vietnamese entrepreneurs in both cities perceived friendliness toward customers as the most important success factor, followed by having good products at good prices as second. In addition, entrepreneurs faced similar problems such as competition, unreliable employees, and inability to access capital regardless of regional differences.

In transition economies such as Romania and Hungary, entrepreneurs perceived income and job security needs as more important motivations than self-satisfaction and personal needs (Benzing, Chu, and Bove, 2005; and Benzing, Chu, and Szabo, 2005). They also found that entrepreneurs in these countries ranked friendliness to customers, a reputation for honesty, and good customer service as the top priorities for success. Similar to Vietnam, entrepreneurs in transition economies also experienced problems with obtaining sufficient capital. In other developing economies such as Ghana and Kenya, Chu, Benzing, and McGee (2007) also found that entrepreneurs faced problems from a weak economy, limited access to capital, unreliable employees, and competition. In Turkey, Benzing, Chu, and Kara (2009) found that Turkish entrepreneurs were motivated by job security and increase in income. The most important success factors perceived by Turkish small and medium-sized business owners were reputation for honesty and friendliness. They also viewed complex and confusing tax structures as the most serious problems. All of Benzing et. al.'s studies applied factor analysis to reduce a large number of items in the survey to a smaller number of underlying factors to analyze the perceptions of entrepreneurs on motivations, success factors, and problems in different countries. Overall, similar findings were uncovered as well as differences between countries or regional differences within a country. Our study is different from Benzing et. al. (various years) in a number of ways. First, in addition to factor analysis, we also utilized cross tabulation analysis and regression analysis in our study. Second, as this study is part of a larger study, we incorporated several questions from other studies on trust, values, perceptions of entrepreneurs, performance of microenterprises, and risk-taking behavior. We then examined the impact of these variables on the perceptions of women entrepreneurs' success and motivational factors. Third, similar to Benzing, Chu, and Callanan (2005), our study also took place in Vietnam. However, we focused our sample only on Vietnamese women business owners in the rural areas of central Vietnam, where there are fewer opportunities for business activities, compared to major urban areas in the north and the south. By selecting the sample in Quang Tri province, we were able to address microlending, women-owned business, and self-help groups in one of the poorest areas of the country.

THE SURVEY

Methodology

In June 2012, we collaborated with PeaceTrees and the Women's Union in Quang Tri province to conduct a survey in six communes in several regions – coastal region: Cua Tung and Cua Viet; mountainous and border region: Lao Bao and Khe Sanh; and plains terrain: Quang Tri commune and Trieu Trung. These regions represent the geographic and demographic differences of the province. Quang Tri province has 117 communes. In 2012, the population was about 574,000.

Twenty entrepreneurs in each commune were selected by the Women's Union of each commune to participate in the survey. As of 2012, the Women's Union of Quang Tri province had 107,000 members. We requested a random sample, but cannot be certain that a random sample was actually taken, as the Women's Union of each commune selected the respondents. However, we do believe our stratified sample is valid, as it included communes representing several sectors. All respondents are members of the Women's Union. A total of 120 questionnaires were distributed, 109 were collected and deemed usable. One of the authors completed the fieldwork with logistic support from program officers at PeaceTrees and the Women's Union. At each location, the senior author was accompanied by two program officers from PeaceTrees. We were greeted by either the chairwoman or vice-chairwoman of the of the Women's Union in the commune at the community center or at the People's Committee conference room. The chair or the vice-chair introduced the research team to the women and informed them about the objectives of the study. Before we distributed the survey, a program officer from PeaceTrees read the Institutional Review Board (IRB) instructions and asked the women to sign the IRB agreement. The women clearly understood the objectives of the study and they volunteered to sign the agreement. Each woman received 30,000 VND (Vietnam Dong), equivalent to $1.50, to cover transportation and gratuity after completion of the survey. The women were asked to do the survey by themselves and only directed questions to the research team. The research team walked around the table assisting the respondents during the survey. The survey was completed in about 1½ - 2 hours at each commune.

Each selected commune is very different in the nature of their business. This diversification helps us to have a comprehensive understanding of the characteristics of microenterprises in rural areas of Vietnam. Most women in Cua Tung are small business owners such as videogame shop owners, tailor shops, convenience stores, coffee shops, etc. Women in Cua Viet work in the fishing industry; their family members either own boats or work for other fishermen in the commune. The women purchase fish from the fishermen to process as dried fish and sell in the markets at wholesale or retail. Some families own small factories manufacturing fish sauce. Most women in Lao Bao are cross-border traders. Lao Bao borders Laos. The women buy and sell household appliances and consumer electronic goods across the border. Women in Khe Sanh are mostly in the coffee business, since the region is well-known for growing Arabica coffee. These women grow and sell coffee in the wholesale market; some manufacture their own brands for the local retail market. Most women in Quang Tri commune are small

business owners and farmers. Women in Trieu Trung are farmers. They grow mainly paddy rice and raise cattle and livestock.

The survey consists of 11 parts. Parts 1 to 4 include a set of demographic questions, and a set of questions on characteristics of the microenterprises. The findings of the first four parts of the survey are described in detail in section 3.2 on the characteristics of the respondents, and in section 3.3 on the characteristics of the microenterprises owned by the respondents. From parts 5 to 11 the respondents were asked to rate on a 5-point Likert scale their perceptions on several business-related issues such as performance, risk, values, trust, entrepreneurs, motivation, success, and problems. In section 4 we apply factor analysis to construct factors to be used in the cross tabulation analysis and regression analysis. The survey is available upon request.

Descriptive Characteristics of the Women Entrepreneurs Participating in the Survey

Forty-five women reported that they are members of the Women Entrepreneurs' Club; sixty-two women reported that they are not members of the club. The Women Entrepreneurs' Clubs are operated by members of the Women's Union who are entrepreneurs in the community. As a self-help group, the club provides a platform for women's business networks to strengthen the business community. They meet regularly to share experiences and ideas and to seek support and mentorship among women entrepreneurs. As a group, they are able to organize and implement activities such as training courses on technical and management skills focusing on improving their businesses. In addition, they participate in joint purchasing of raw materials, sharing common machines, group lending, etc.

Eighty-six women reported that they are a member of a microcredit program. Twenty-three women did not participate in a microcredit program. In the microcredit programs managed by the Women's Union, the major stakeholders involved are domestic banks, international NGOs, the Women's Union, and loan recipients and their families. The Women's Union operates the programs with a heavy emphasis on community participation involving the entire community of women borrowers as major stakeholders. Obtaining credit from domestic banks requires a Land Title Certificate (LTC) as collateral. This requirement remains a major obstacle for many women entrepreneurs. The World Bank reported that a 2003 Land Law attempted to include women on LTC's; however, the majority of LTC's still do not include the woman's name (World Bank, 2006). Through the collective guarantee provided by the Women's Union, the women access subsidized credit from domestic banks such as Vietnam Bank for Agricultural and Rural Development (VBARD), Vietnam Bank for Social Policies (VBSP), and international NGOs such as PeaceTrees. Forty-seven percent of women participating in the survey borrowed from VBSP, and 11% from VBARD under the guarantee and supervision of the Women's Union. Other women obtained capital for their financing needs from private sources, such as personal savings, family and friends, and from NGOs. The personal characteristics of the respondents are described as follows. The mean age of the women is forty-five years, which is consistent with earlier surveys conducted by UNIDO (2005) in central Vietnam. Ninety-seven percent are married, compared to the national average of 80% found in IFC's study (2006) and 91% found in

UNIDO's study (2005). They have an average of three children. The women entrepreneurs in our sample are quite well-educated. Thirteen percent completed primary education (1^{st}-5^{th} grade); 39.8% completed secondary education (level 1: 6^{th} -9^{th} grade); 38.9% completed secondary education (level 2: 10^{th} -12^{th} grade); 2.8% completed vocational/technical school; and 5.6% completed college. The levels of educational attainment in this survey are similar to the two previous studies by the IFC and the UNIDO. In comparison to the level of education of their parents, 38.5% of respondents reported that their fathers had obtained secondary or higher education, compared to only 21.1% that their mothers had done so. From these personal characteristics, our sample of women entrepreneurs seems to be quite similar to those sampled in previous studies done in the area. They are mature, married, often with children, and are quite well educated.

About 98.2% of respondents reported they are very happy or quite happy in life. Seventy-eight percent of respondents reported they are successful or quite successful in life. Ninety percent of respondents described themselves as having good health. In terms of job satisfaction, 67% of respondents reported that they are fairly satisfied, only 2.8% of them are not at all satisfied with their job. Overall, these women are very optimistic about their happiness, success, and job satisfaction. Table 1 describes characteristics of the women entrepreneurs.

TABLE 1. CHARACTERISTICS OF WOMEN ENTREPRENEURS

Characteristic	%	Mean
Average age (years)		44.6
Average number of children		3.0
Married	97.2	
Education:		
Primary	13.0	
Secondary- level 1(6^{th}-9^{th} grade)	39.8	
Secondary-level 2(10^{th}-12^{th} grade)	38.9	
Vocational-technical	2.8	
College	5.6	
Self-described		
Very happy or quite happy	98.2	
Very successful or quite successful	78.0	
Good health	89.9	
Job Satisfaction		
Very satisfied	14.7	
Fairly satisfied	67.0	
Not very satisfied	15.6	
Not at all satisfied	2.8	
Parental level of education		
Father's secondary level or higher	38.5	
Mother's secondary level or higher	21.1	

Note: N = 109.

Descriptive Characteristics of the Microenterprises

The microenterprises owned by the women surveyed are less well-established and are much smaller than the average of women-owned enterprises in Vietnam. However, eighty-three percent of respondents reported they have friends who are entrepreneurs, indicating a strong entrepreneurial spirit in Quang Tri province. Eighty-one percent of respondents established the business by themselves. Eighty-nine percent reported that this is their first business. Only 1.8% reported that they have had two businesses, and 0.9% reported owning three businesses. Eighty-three percent reported that their business is a family business, 73% reported that the business is located in their home. The majority of women are in retailing, 43.8%; followed by manufacturing, 18.1%; multiple types of business, 13.3%; service, 10.5%; agriculture, 9.5%; and wholesaling, 4.8%. Eighteen percent of respondents reported that they have had the business for 5 years, 16.5% reported that they have had the business for 10 years, and only 11% reported that they have had the business for more than 20 years. The average duration of the business is 9.6 years.

The majority of respondents, 27.5%, reported they do not have any full-time employees, 22% reported they have two full-time employees, and only 8.2% reported they have 15 or more employees. The mean number of employees is 4 full-time employees and 2 part-time employees. Thirty-one percent reported that they have two immediate family members working for them, 21% reported having one family member, and 19% reported no immediate family members. Fifty-seven percent reported that no relatives work in the business, 10% reported two relatives, and 5.5% reported one relative. The mean number of immediate family members working in business is 1.8. This implies that each enterprise generates employment for some immediate family members and relatives. Table 2 describes characteristics of the microenterprises.

TABLE 2. CHARACTERISTICS OF THE MICROENTERPRISES

Characteristic	%	Mean
Type of Business		
Retailing	43.8	
Wholesaling	4.8	
Service	10.5	
Manufacturing	18.1	
Agriculture	9.5	
Multiple types	13.3	
Microenterprises		
Founded business	80.7	
Purchased business	36.7	
Inherited business	8.3	
Your first microenterprise?	89.7	
Family business?	82.6	
Home based business?	73.4	
Spouse or family actively working in business or in decision making	91.4	
Age of business (years)		9.6
Average number of full-time employees		4.1
Average number of part-time employees		1.9
Average number of immediate family members working in business		1.8
Average number of relatives working in business		1.2

Note: N = 109.

DATA ANALYSIS

Principal Components Factor Analysis

In this section we apply principal components factor analysis (Nardo et. al., 2005) with varimax rotation to uncover the latent dimensions of a set of indicators in the survey. Since our survey instrument consists of multiple indicators for each category such as values, perceptions of entrepreneurs, motivations, success factors, etc., principal components factor analysis helps to reduce a large number of indicators to a smaller number of factors for regression modeling purposes. Varimax rotation is one of several methods of orthogonal rotation to more clearly identify factor loadings. For each category in the survey, we used Likert type 5-point scales: 5 being "extremely important" and 1 being "unimportant," unless otherwise noted. The factors derived in this section will be used for developing measures to be used in cross tabulation analysis and regression analysis. We categorized the factors into dependent and independent variables.

Dependent Variables

Success factors: We adapted 15 indicators from Benzing et al. (2009) to capture the success factors of entrepreneurs.[1] The results of a factor analysis on these indicators show that the items are grouped into two factors. The first factor is related to *External success factor* and consists of items 3, 4, 5, 7, 8, 10, 12, 13, and 14, as shown in the footnote. The external success factor includes marketing/sales promotion, good customer service, satisfactory government support, etc. The second factor is related to *Individual success factor* and consisted of items 1, 2, 6, 9, 11, and 15. Factor analysis suggests that previous business experience, reputation for honesty, hard work, charisma, etc. as part of an individual success factor. Success factor 1 (external success factor) had a reliability (Cronbach's alpha) of 0.877. Success factor 2 (individual success factor) had a reliability of 0.845. Both measures are considered to have good reliabilities.

Motivational factors: 11 items capture motivation in Benzing et al. (2009)[2] scale. Factor analysis indicated that the items are grouped into two factors. The first factor is related to *Goal-oriented motivation and growth* and consists of indicators 1 through 7. Interestingly, "To be my own boss" ranked the highest followed by "So I will always have job security" are major motivations identified by the entrepreneurs. The second factor is related to *Personal satisfaction* and consists of indicators 8 through 11. In the second factor, "To maintain my personal freedom" ranked the highest in personal satisfaction. Motivation factor 1 (goal-oriented motivation and growth) had a reliability of 0.881 and motivation factor 2 (personal satisfaction) a reliability of 0.646.

Independent Variables

In a study by Djankov et al. (2006) on Russian and Chinese entrepreneurs, they found these entrepreneurs value work more relative to leisure and have higher wealth ambitions. We believe that these perceived values are important factors to motivate entrepreneurs and help them to become successful in business.

Values: Djankov et al. (2006) categorized 10 indicators that describe values.[3] The results of a factor analysis on these indicators show that the items are grouped into two factors. The first factor is related to Social value and consists of indicators 2, 3, 5, 7, 8, and 9. Health and financial well-being ranked the highest loadings in the first factor. Interestingly, relations with parents are not as important as relationships in society and with customers. The second factor is related to Personal value consisting of indicators 1, 4, and 6. Leisure time is the most important personal value, followed by service to others, and friends in the second factor. Value factor 1 (social value) had a reliability of 0.861 and value factor 2 (personal value) a reliability of 0.567.

Trust is another important factor found in Djanlov et al. (2006)'s study. Entrepreneurs in Russia trust the government at all levels substantially less than Chinese entrepreneurs. However, they found no pattern emerged in other indicators of trust. We posit that trust is an important social capital in society and it could have a direct impact on motivations and success factors of entrepreneurs.

Trust: Djankov et al. (2006) utilized 11 indicators that describe trust.[4] The results of a factor analysis on these indicators show that the items are grouped into one factor – *Trust*. Interestingly, "Have a lot of trust or some trust in businessmen" ranked the highest, and "Have a lot of trust in family members" ranked the lowest among the trust factors. Trust had a reliability of 0.801.

Djankov et al. (2006) also compared individual perceptions of entrepreneurs and found Chinese entrepreneurs tend to have a positive view of governments' attitude towards entrepreneurs compared to their peers in Russia. We believe that the perceptions of different levels of government, community, and family regarding their attitude to entrepreneurs have a strong impact on motivations and success factors.

Perceptions of entrepreneurship: Djankov et al. (2006) categorized 4 indicators of perceptions of entrepreneurship and we added a fifth.[5] The results of a factor analysis on these indicators indicate that the items are grouped into one factor – *Perceptions of entrepreneurship*. Regional government's perception toward entrepreneurs ranked higher than local and central government. Perceptions of entrepreneurship had a reliability of 0.856.

Benzing et al. (various years) found entrepreneurs experience similar problems such as competition, unreliable employees, and inability to access capital regardless of country or regional differences. We posit that these problems could have a negative impact on motivations and success factors.

Problems faced by microenterprises: Benzing et al. (2009) identified 15 problems faced by microenterprises.[6] We used Likert type 5-point scales in which 5 implies "not a problem" and 1 implies "very serious problem". The results of a factor analysis on these problems indicate that the items are grouped into five factors. The first factor is *Lack of training* (had a reliability of 0.805); the second factor is *Access to capital* and *government regulations* (had a reliability of 0.734); the third factor is *Infrastructure* and *business registration* (had a reliability of 0.834); the fourth factor is *Tax structure* (had a reliability of 0.883); and the fifth factor is *Competition* and *unreliable employees* (had a reliability of 0.737).

Performance consists of perceptions of profit, growth in value, cash flow, and sales (Wiklund and Shepherd, 2003). These indicators are regarded as financial

performance. We argue that performance could have an impact on motivations and success factors.

Performance: Wiklund and Shepherd (2003) included four indicators of performance: net profit, growth of the company's value, cash flow, and sales. The respondents were asked about the performance of their business in the past three years compared to other businesses in the industry on each item. We used Likert type 5-point scales indicating that 5 implies "much better" and 1 implies "much worse". We calculated *Performance* by the mean of the four items constituting performance as factor analysis had indicated and the computed measure was unidimensional. This factor had a reliability of reliability of 0.869.

Djankov et al. (2006) found Russian and Chinese entrepreneurs are more accepting of risk-taking compared to non-entrepreneurs. We believe that risk-taking behavior could motivate business owners to achieve their goals and help them to become successful entrepreneurs.

Risk-taking: We adapted 3 questions from Covin and Slevin (1989) relating to entrepreneurs' risk-taking behaviors. The respondents ranked the question using Likert type 5-point scales anchored by 5 is "low risk" and 1 is "high risk". After reverse coding the questions so that a higher number indicated greater risk taking, we checked for dimensionality with factor analysis, finding only one factor – *Risk-taking*. We calculated Risk-taking by computing the average score of the three items. This measure had a reliability of 0.732. Taken together, these findings in the literature on values, trust, perceptions of entrepreneurs, problems, performance, and risk-taking are considered as good predictors of motivational and success factors. Dependent and independent variables were computed by calculating the summing the various items comprising the variables and taking their means. The means of each composite variable were used in the analyses and are reported in Table A in the Appendix.

Cross Tabulation Analysis

Cross tabulation (Crosstabs) is a nonparametric statistical procedure, also called Chi-Square goodness of fit test, to determine whether a difference exists between observed and expected responses in a category. We use it here to determine if two categorical variables inter-relate and in exposing patterns. Computed variables were each classified into two categories based on median splits. For example, the computed variable performance was classified into two categories, low performance and high performance based on the median split. We report only crosstabs that are significant. Crosstabs tables are available upon request.

Membership in Microcredit Program

Microcredit membership and risk-taking were compared and we found that members of a microcredit program were about evenly divided between being high and low risk tolerant. Non-members in microcredit programs, however, were more likely to be risk tolerant than members ($P< 0.05$). We speculate that membership in a microcredit program may teach entrepreneurs to be less tolerant of risk, or at least better understand risks, as they will need to eventually pay back their loans.

Personal perceptions of value were cross tabulated with microcredit membership. Microcredit members appear to have lower perceptions of the importance of personal values, including friends, leisure time, and service to others, than do non-microcredit members, and these results are significant ($P< 0.05$). A possible explanation is that microcredit members may be more focused on personal values.

There was a slight difference between microcredit members and non-members in importance of the individual success factor. While the number of microcredit members were about evenly split between high and low importance levels, more non-microcredit members thought these success factors were more important ($P < 0.10$).

Membership in Women Entrepreneurs' Club

Performance, consisting of perceptions of profit, growth in value, cash flow, and sales was compared between members of a Women Entrepreneurs' Club and non-members. Our data showed that significantly more women club members reported higher performance than non-members ($P<0.01$). Whether membership in a women club caused higher performance was not able to be determined, but nonmembers did report lower performance of their companies than did members.

Members of a Women Entrepreneurs' Club seemed to be lower in risk tolerance than non-members ($P<0.05$). Whether this is because entrepreneurs in the club are more aware of the business risks than non-members is not known. This is similar to the result seen in members of a microcredit union. Membership in the club did not seem to affect other variables. Thus, while we think belonging to a Women Entrepreneurs' Club and/or to a microcredit program are useful for women entrepreneurs, the results are inconclusive based on our measures.

Motivation

Motivation is thought to affect business success in entrepreneurs (Chu et al. 2007; and Benzing et al., 2009). Our data suggest that our respondents thought of motivation in two distinct ways, which we labeled as goal-oriented motivation and growth, and personal satisfaction. Respondents with lower levels of personal satisfaction also had lower levels of trust ($P <0.001$). Respondents with low levels of trust seemed to also have lower levels of personal satisfaction. These results were significant at ($P<0.001$). While we cannot determine a cause-effect relationship, it does appear that motivation and trust are related.

Respondents with lower motivations also had lower personal perceptions of value ($P=0.004$). Those with greater motivations also seemed to find greater importance in personal values, such as financial well-being, relationships with family, work, etc. A similar relationship was found between motivations and social perceptions of value ($P=0.01$). Respondents with low levels of motivation were also likely to have lower social perceptions of value, but there was not much difference between respondents with low and high motivations.

Motivations appear to be related to perceptions of entrepreneurship. Respondents with higher levels of motivations seemed to have a higher regard for entrepreneurs and those with lower motivations had lower perceptions of

entrepreneurship (P<0.001). Respondents with high levels of goal-oriented motivation and growth tended to also have higher levels of personal satisfaction (P=0.01). Last but not least, lower motivations were related to lower success and higher motivations related to higher success (P<0.01).

Taken together, the crosstabs analyses suggest the following: membership in a Woman Entrepreneurs' Club does lead to higher performance, motivation appears to affect trust positively, motivation appears to positively reflect values, higher motivated people had greater perceptions of entrepreneurship, and higher motivated people reported greater success in their businesses.

Regression Analysis

In this section we apply Ordinary Least Square (OLS) regression analysis to study the determinants of success and motivational factors of women entrepreneurs we surveyed. In addition we also examine the impact of problems faced by woman-owned microenterprises on their success and motivations.

The OLS regression results for the determinants of success and motivational factors are reported in Table 3. We control for a set of demographic variables and individual characteristic variables. The dependent variable in Column 1 is external success factor. The result reveals that the coefficient of social perceptions of value has a positive and significant impact on external success factor at the 1% level, while the coefficient of personal perceptions of value has a negative and significant impact on external success factor at the 10% level. The coefficient of perceptions of entrepreneurship also has a positive and significant impact on external success factor at the 1% level. The coefficients of performance and risk-taking have a positive but insignificant impact on external success factor. The results in Column 1 suggest that social perceptions of value and perceptions of entrepreneurship are important determinants of external success factor.

Column 2 reports the determinants of the individual success factor. The results reveal that the coefficient of social perceptions of value has a positive and significant impact on individual success factor at the 1% level. The coefficient of performance has a positive and significant impact on individual success factor at the 5% level, while the coefficient of perceptions of entrepreneurship is positive and statistically significantly at the 10% level. The coefficients of risk-taking and personal perceptions of value have a positive sign but are insignificant. The results in Column 2 suggest that social perceptions of value, perceptions of entrepreneurship, and performance are important determinants of individual success factor.

Columns 3 and 4 in Table 3 report the determinants of motivational factors. The positive and significant signs on the coefficients social perceptions of value and perceptions of entrepreneurship at the 1% level as displayed in Column 3 suggest that these perceptions are important determinants of goal-oriented motivation and growth of the women we surveyed. Column 4 reports the determinants of personal satisfaction which shows that the coefficient of personal perceptions of value has a positive sign and significant at the 1% level, while the coefficients on social perceptions of value and perceptions of entrepreneurship are positive and significant at the 5% level.

TABLE 3: DETERMINANTS OF SUCCESS AND MOTIVATIONAL FACTORS

	Success Factors		Motivational Factors	
	(1) External success factor	(2) Individual success factor	(3) Goal-oriented motivation and growth	(4) Personal satisfaction
Constant	-0.630	0.849	0.243	-1.094
	(-0.621)	(0.346)	(0.304)	(-0.849)
	Demographics			
Age	0.020**	-0.003	-0.005	-0.005
	(2.358)	(-0.447)	(-0.723)	(-0.485)
Married	0.290	-0.377	-0.009	0.901*
	(0.711)	(-1.107)	(-0.029)	(1.744)
Number of children	-0.053	-0.005	0.069*	0.108*
	(-1.033)	(-0.124)	(1.688)	(1.654)
Education	0.120*	0.100*	0.028	-0.135
	(1.833)	(1.783)	(0.530)	(-1.576)
	Individual characteristics			
Very happy or quite happy in life	0.422	0.405	0.157	0.760
	(0.998)	(1.145)	(0.470)	(1.417)
Very successful for quite successful in life	0.076	0.150	0.032	-0.098
	(0.514)	(1.214)	(0.276)	(-0.524)
	Perceptions			
Performance	0.076	0.156**	-0.016	-0.117
	(0.969)	(2.383)	(-0.260)	(-1.182)
Risk-taking	-0.030	0.057	0.052	-0.009
	(-0.395)	(0.909)	(0.868)	(-0.099)
Social value	0.389***	0.547***	0.559***	0.340**
	(2.946)	(4.950)	(5.379)	(2.031)
Personal value	-0.151*	0.001	0.095	0.281***
	(-1.706)	(0.013)	(1.366)	(2.507)
Perceptions of entrepreneurship	0.368***	0.138*	0196***	0.267**
	(3.722)	(1.668)	(2.521)	(2.125)
No. of obs.	100	100	100	100
Adjusted R^2	0.27	0.37	0.45	0.28

*Notes: t-stat in parentheses. *** significant at 1% level, ** significant at 5% level, * significant at 10% level. Trust is excluded in all regression equations because of multicollinearity.*

Table 4 provides a regression analysis of the problems faced by microenterprises, namely lack of training, access to capital and government regulations, infrastructure and business registration, tax structure, and competition and unreliable employees. The results in Columns 1 and 2 indicate that only the coefficient of competition and unreliable employees has a negative and significant impact on individual and external success factors at the 1% and 5% level, respectively. The coefficient of competition and unreliable employees has a negative and significant impact on goal-oriented motivation and growth at the 10% level in Column 3, but it has a negative and insignificant impact on personal satisfaction in Column 3.

TABLE 4. IMPACT OF PROBLEMS FACED BY MICROENTERPRISES ON SUCCESS AND MOTIVATIONAL FACTORS

	Success Factors		Motivational Factors	
	(1) External success factor	(2) Individual success factor	(3) Goal-oriented motivation and growth	(4) Personal satisfaction
Constant	2.244***	4.150***	4.226***	2.471**
	(2.582)	(5.454)	(5.375)	(2.214)
		Demographics		
Age	0.008	-0.014*	-0.014*	-0.011
	(0.890)	(-1.688)	(-1.696)	(-0.949)
Married	0.281	-0.452	-0.089	0.825
	(0.615)	(-1.128)	(-0.214)	(1.405)
Number of children	-0.042	-0.002	0.075	0.114
	(-0.703)	(-0.033)	(1.395)	(1.495)
Education	0.074	0.022	-0.058	-0.238**
	(0.980)	(0.327)	(-0.854)	(-2.448)
		Individual characteristics		
Very happy or quite happy in life	0.015	0.053	-0.206	0.239
	(0.033)	(0.129)	(-0.489)	(0.400)
Very successful for quite successful in life	-0.008	-0.004	-0.146	-0.259
	(-0.050)	(-0.033)	(-1.044)	(-1.303)
		Problems		
Lack of training	-0.043	-0.034	-0.067	-0.113
	(-0.593)	(-0.534)	(-1.022)	(-1.215)
Access to capital and government regulations	-0.102	-0.100	-0.113	-0.076
	(-1.231)	(-1.384)	(-1.509)	(-0.711)
Infrastructure and business registration	-0.061	-0.092	-0.033	-0.018
	(-0.880)	(-1.531)	(0.526)	(-0.208)
Tax structure	0.014	0.013	-0.041	0.003
	(0.229)	(0.256)	(-0.754)	(0.038)
Competition and unreliable employees	-0.146**	-0.145***	-0.096*	-0.095
	(-2.314)	(-2.617)	(-1.675)	(-1.171)
No. of obs.	103	103	103	103
Adjusted R^2	0.10	0.17	0.12	0.09

*Notes: t-stat in parentheses. *** significant at 1% level, ** significant at 5% level, * significant at 10% level.*

CONCLUSIONS

In summary, we found that women owners of businesses in Quang Tri Province perceived success to be a result of their values and perceptions of entrepreneurship. Similarly, the women were motivated by both their perceptions of values and perceptions of entrepreneurship. Problems faced by women-owned microenterprises were found to be primarily due to competition and unreliable employees. Furthermore, membership in a Woman Entrepreneurs' Club does lead to higher performance, and membership in a microcredit program may teach entrepreneurs to be less tolerant of risk. We conclude that helping women business owners understand the value of entrepreneurship and their own personal and social values can lead to their success and motivate them to try new business ventures.

APPENDIX

TABLE A. PSYCHOMETRIC ANALYSIS OF COMPOSITE VARIABLES

Variable	1.D	2.D	3.D	4.D	1.I	2.I	3.I	4.I	5.I	6.I	7.I	8.I	9.I	10.I	11.I
1.D Success Factor 1	0.877														
2.D Success Factor 2	0.666**	0.845													
3.D Motivation Factor 1	0.471**	0.690**	0.881												
4.D Motivation Factor 2	0.289**	0.355**	0.540**	0.646											
1.I Value Factor 1	0.425**	0.592**	0.674**	0.396**	0.861										
2.I Value Factor 2	0.070	0.221*	0.371**	0.399**	0.395**	0.489									
3.I Trust	0.117	0.214*	0.341**	0.344**	0.344**	0.382**	0.801								
4.I Perceptions	0.486**	0.461**	0.531**	0.347**	0.479**	0.332**	0.456**	0.856							
5.I Problem Factor 1	0.254**	0.301**	0.260**	0.161	0.228*	0.138	0.130	0.305**	0.805						
6.I Problem Factor 2	0.248**	0.294**	0.284**	0.156	0.231*	-0.003	0.106	0.145	0.313**	0.734					
7.I Problem Factor 3	0.287**	0.346**	0.289**	0.193*	0.241*	0.126	0.104	0.365**	0.577**	0.395**	0.834				
8.I Problem Factor 4	0.156	0.213*	0.245*	0.141	0.233*	0.136	0.024	0.109	0.446**	0.357**	0.484**	0.883			
9.I Problem Factor 5	0.362**	0.351**	0.272**	0.143	0.126	-0.043	-0.091	0.158	0.234*	0.281**	0.279**	0.249**	0.737		
10.I Performance	0.141	0.227*	0.090	-0.038	0.088	0.177	0.036	0.149	0.062	-0.154	0.055	-0.270**	0.035	0.869	
11.I Risk-Taking	0.204*	0.259**	0.108	0.108	0.251**	-0.102	0.062	0.335**	0.319**	0.335**	0.275**	0.189	0.371**	-0.059	0.732
Number of items	9	6	7	4	6	3	6	5	3	4	3	2	2	4	3
Mean	4.09	4.34	4.33	3.46	4.55	3.57	3.53	4.11	3.36	3.26	3.30	3.04	3.28	3.12	3.97
Stdev	0.64	0.58	0.59	0.81	0.51	0.72	0.59	0.69	1.06	0.90	1.17	1.25	1.04	0.72	0.81

*Notes: N=109. 1.D = Variable 1 (dependent); 1.I = Variable 1 (Independent). Reliabilities in Bold on the Diagonal. Correlations: * significant at P<0.05, ** P<0.01.*

ENDNOTES

[1] We excluded two indicators from Benzing et al. (2009): Position in society, and political involvement. Our survey consists of the following indicators: (1) Good management skills, (2) Charisma: friendliness, (3) Satisfactory government support, (4) Appropriate training, (5) Access to capital, (6) Previous business experience, (7) Support of family and friends, (8) Marketing/sales promotion, (9) Good product at competitive price (10) Good customer service, (11) Hard work, (12) Maintenance of accurate records, (13) Ability to manage personnel, (14) Social skills, and (15) Reputation for honesty.

[2] These indicators are: (1) To be my own boss, (2) To be able to use my past experience and training, (3) To prove I can do it, (4) To increase my/household income, (5) To provide jobs for family members, (6) For my own satisfaction and growth, (7) So I will always have job security, (8) To build a business to pass on, (9) To maintain my personal freedom, (10) To be closer to my family, and (11) To have fun.

[3] We excluded three indicators from Djankov et al. (2006): Political freedom is very important, Power is very important, and Intellectual achievement is very important. We included two indicators in our survey: Relationships in society is very important, customers are very important. Our survey consists of the following indicators: (1) Friends are very important, (2) Relations with parents are very important, (3) Financial well-being is very important, (4) Leisure time is very important, (5) Health is very important (6) Service to others is very important, (7) Work is very important, (8) Relationships in society is very important, (9) Customers are very important

[4] We excluded 5 indicators from Djankov et al. (2006): Have a lot of trust in colleagues, Have a lot of trust or some trust in foreigners, Have a lot of trust or some trust in local government officials, Have a lot of trust or some trust in regional government officials, and Have a lot of trust or some trust in central government officials. Our survey consists of the following indicators: (1) Most people can be trusted, (2) Have a lot of trust in family members, (3) Have a lot of trust in friends, (4) Have a lot of trust or some trust in businessmen, (5) Have a lot of trust or some trust in subordinates, and (6) Have a lot of trust or some trust in other people from town.

[5] We added a fifth indicator in the survey: "Husband and family are favorable toward entrepreneurs." Our survey consists of the following indicators: (1) People in your town are favorable toward entrepreneurs, (2) Local government is favorable toward entrepreneurs, (3) Regional government is favorable toward entrepreneurs (4) Central government is favorable toward entrepreneurs, and (5) Husband and family are favorable toward entrepreneurs.

[6] We excluded two indicators from Benzing et al. (2009): Limited parking, and Unsafe location. Our survey consists of the following indicators: (1) Unreliable and undependable employees, (2) Too much competition, (3) Unable to obtain short-term financial capital, (4) Unable to obtain long-term financial capital, (5) Too much government regulation, (6) Weak economy, (7) Lack of management training, (8) Lack of marketing training, (9) Inability to maintain accurate accounting records, (10) Complex tax structure, (11) Confusing tax structure, (12}Complicated business registration process, (13) Poor roads/transportation, and (14) Electricity problems.

REFERENCES

Amutha, D., "Role of Self Help Groups in Women Development - an Empirical Study", *International journal of Bio-resource and Stress Management*, 2011, Vol. 2, No. 3, pp. 359-362.

Benzing, C., Chu, H,M., "Entrepreneurial Behavior in Andhra Pradesh, India", *Proceedings of the Association of Global Business*, 2005, Miama Beach, Florida

Benzing, C., Chu, H.M., and Callanan, G., "A Regional Comparision of the Motivation and Problems of Vietnamese Entrepreneurs", *Journal of Developmental Entrepreneurship*, 2005, Vol. 10, No. 1, pp. 3-27.

Benzing, C., Chu, H.M., and Kara, O., "Entrepreneurs in Turkey: A Factor Analysis of Motivations, Success Factors, and Problems", *Journal of Small Business Management*, 2009, Vol. 47, No.1, pp.58-91.

Benzing, C., Chu, H.M., and Bove R., "The Motivation, Problems, and Perceived Success of Entrepreneurs in Romania", *Journal of the Academy of Business Administration*, 2005, Vol. 10, No. 1&2 (Spring/Fall), pp. 73-88.

Benzing, C., Chu, H.M., and Szabo, B., "Hungarian and Romanian Entrepreneurs in Romania—Motivation, Problems, and Differences", *Journal of Global Business*, 2005, Vol. 16, pp. 77-82.

Chu, H.M., Benzing, C., and McGee, C., "Ghanaian and Kenyan Entrepreneurs: A Comparative Analysis of Their Motivations, Success Charatersitics and Problems", *Journal of Developmental Entrepreneurship*, 2007, Vol. 12, No. 3, pp. 295-322.

Covin, J. G., and Slevin, D. P., "Strategic Management of Small Firms in Hostile and Benign Environment", *Stragegic Manangement Journal*, 1989, Vol. 10, pp. 75-87.

Djankov, S., Roland, G., Qian, Y., and Zhuravskaya, E., "Entrepreneurship in China and Russia Compared," *Journal of the European Economic Association*, 2006, Vol. 4, No. 2-3, pp. 352-365.

Fletschner, D., Anderson, C. L., and Cullen, A., "Are Women as Likely to Take Risks and Compete? Behavioural Findings from Central Vietnam", *Journal of Development Studies*, 2010, Vol. 46, No. 8, pp. 1459-1479.

Harris, M., and Gibson, S., "China's Emerging Female Entrepreneurs", *Small Business Institute Research Review*, 2008, Vol. 35, pp. 148-156.

International Finance Corporation, "Women Business Owners in Vietnam: A National Survey", *Private Sector Discussions No. 21. IFC's Gender Entrepreneurship Markets Initiative (GEM) and The Mekong Private Sector Development Facility (MPDF) with support from AusAID*, 2006.

King, E. M., "Vietnam's Decree on Microfinance: A Flawed Attempt to Create an Enabling Legal Environment for Microfinance", *Pacific Rim Law & Policy Journal*, 2008, Vol. 17, No.1, pp. 187-207.

Makina, D., and Malobola, L. M., "Impact Assessment of Microfinance Programmes, Including Lessons from Khula Enterprise Finance", *Development in Southern Africa*, 2004, Vol. 21, No. 5 (December), pp. 799-814.

McCarter, E., "Women and Microfinance: Why We Should Do More", *U. Md. L.J. Race, Religion & Class*, 2006, Vol. 6, pp. 353-366.

Miguel, E., and Roland, G., "The Long-Run Impact of Bombing Vietnam", *Journal of Development Economics*, 2011, Vol. 96, No. 1, pp. 1-15.

Nardo M., Saisana M., Saltelli A., Tarantola S., Hoffmann A., and Giovannini E, *Handbook on Constructing Composite Indicators: Methodology and User Guide*, OECD Statistics Working Papers, OECD, Paris, 2005.

Pangannavar, A. Y., "Indian Rural Women Empowerment Through SHG Program: Communication Skills, The Best Approach", *Researchers World: Journal of Arts, Science and Commerce*, 2012.

PeaceTrees Vietnam. (access on May, 2013), from www.peacetreesvietnam.org.

Sanyal, P., "From Credit to Collective Action: The Role of Microfinance in Promoting Women's Social Capital and Normative Influence," *American Socialogical Review*, 2009, Vol. 74(August), pp. 529-550.

Swain, R. B., Nguyen, V. S., and Vo, V. T. (2008). Microfinance and Poverty Reduction in the Mekong Delta in Vietnam. *African and Asian Studies*, 2008, Vol. 7, pp. 191-215.

United Nations Industrial Development Organization, "Women Entrepreneurship Development in Central Vietnam," *Small and Medium Branch, Program Development and Technical Cooperation Division*, Viena, Austria, 2005.

Wiklund, J., and Shepherd, D., "Knowledge-Based Resources, Entrepreneurial Orientation, and the Performance of Small and Medium-sized Businesses", *Stragegic Manangement Journal*, 2003, Vol. 24, pp. 1307-1314.

World Bank, "Vietnam Country Gender Assessment", Washington, D.C.: The World Bank, 2006.