

# KADIN VE ERKEK GİRİŞİMCİLERİN GİRİŞİMCİ KİŞİLİK ÖZELLİKLERİNİN KARŞILAŞTIRILMASI

## COMPARISON OF ENTREPRENEURIAL PERSONALITY CHARACTERISTICS OF MALE AND FEMALE ENTREPRENEURS

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*Öz: Girişimciliğe ilişkin yapılan çalışmalarda bireylerin girişimci olmalarına yol açan girişimci kişilik özelliklerinin olduğu iddia edilmiştir. Belirsizlik toleransı, başarı, baskınlık, bağlanma ve özerklik, girişimci kişilik özelliklerinin başında gelmektedir. Bu çalışmanın amacı, erkek ve kadın girişimcileri girişimci kişilik özellikleri açısından karşılaştırmaktır. Araştırmanın verileri Şırnak ilinden 30 erkek ve 30 kadın girişimciden anket yoluyla elde edilmiştir. Erkek ve kadın katılımcıların girişimci kişilik özelliklerinde farklılık gösterip göstermediğini belirlemek için diskriminant analizi yapılmıştır. Analizin bulguları, kadın girişimcilerin belirsizlik toleransının erkek girişimcilerinkinden daha düşük olduğunu, ancak diğer girişimci kişilik özelliklerinin daha yüksek olduğunu göstermiştir. Bu sonuçlara göre, kadın girişimcilerin yüksek bir girişimcilik potansiyeline sahip oldukları söylenebilir. Özellikle ekonomik destek sağlanırsa, kadın girişimcilerin başarılı girişimlerde bulunabileceği düşünülmektedir.*

*Anahtar Sözcükler: Girişimci Kişilik Özellikleri, Kadın Girişimciler, Erkek Girişimciler*

*Abstract: In the studies on entrepreneurship, it has been claimed that there are entrepreneurial personality characteristics lead individuals become entrepreneur. Uncertainty tolerance, achievement, dominance, affiliation and autonomy are among the foreground entrepreneurial personality characteristics. The purpose of the study is comparing male and female entrepreneurs in terms of entrepreneurial personality characteristics. The data of the research were obtained from 30 male and 30 female entrepreneurs from Şırnak province through survey. Discriminant analysis was applied to determine whether male and female participants differed in their entrepreneurial personality characteristics. Findings of the analysis showed that the female entrepreneurs' uncertainty tolerance was lower than that of the male entrepreneurs, but other entrepreneurial personality traits were found to be higher. According to these results, it can be said that female entrepreneurs have a high entrepreneurial potential. It is thought that especially if economic support is provided women entrepreneurs will be able to make successful initiatives.*

*Keywords: Entrepreneurial Personality Characteristics, Female Entrepreneurs, Male Entrepreneurs*

### 1. Entrepreneurial Personality Characteristics

Entrepreneur is an individual who has various economic activities on his/her behalf in order to earn income. An individual may also earn income by working on a workplace for a certain fee. However, entrepreneurs prefer to earn income by establishing their own business as mentioned in the above definition. The entrepreneurial individual has several characteristics which in general can be expressed as entrepreneurial personality traits that lead him/her to have such a preference, unlike other individuals. Entrepreneurial personality traits that are common among entrepreneurs are achievement, affiliation, autonomy, dominance and uncertainty tolerance. Each individual may have these characteristics, but the entrepreneurial personality scores of entrepreneurial individuals are higher than those of normal individuals. For this reason, the entrepreneur would prefer to establish his/her own business rather than work in a paid job.

### 2. Literature Review

Personality consists of individual psychological characteristics that develop from the birth of the individual and separate the individual from other individuals (Zencirkıran, 2016:146). Thus, personality is defined as the whole of an individual that is unique and separates it from others (Şimşek, Çelik, and Akgemci, 2014:75). Entrepreneurial personality is the personality trait that leads the individual to become entrepreneur.

Entrepreneurship can be considered as a socio-cultural phenomenon. Since entrepreneurship is a socio-cultural phenomenon, different entrepreneurial personality traits can come to the forefront in different socio-cultural societies (Bozkurt and Alparlan, 2013:9-10). In some societies, individuals tend to be more entrepreneurial than other individuals living other societies (Demirel and Tikici, 2004:49). Because the living conditions in a society, the value system and the norm system are influential on the emergence of behaviors (Aytaç, 2006:139). Behavior reflects the individual's personality. According to Aytaç (2006: 144), entrepreneurship is a component of a number of personality traits that distinguish entrepreneurial individuals from others and also behaviors associated with these traits.

It has been suggested that an individual's entrepreneurial activities are influenced by gender factor as well as race, ethnicity, age and education level (Aytaç, 2006:146). Other entrepreneurial personality traits encountered in research on entrepreneurial personality traits include self-confidence, honesty, risk taking, innovation and sociability (Bozkurt and Alparlan, 2013:22).

Throughout history, the role of men and women in society has always been different according to the norms of certain cultures. But these roles have gradually changed in Western countries. More women benefited from educational

opportunities and worked in full-time jobs. Men have begun to take more responsibility for housework and child care (Birley, Harris, and Harris, 1988:3). It is argued that the reasons such as unemployment due to the general economic conditions of a country, unsuitable working conditions for women and the discrimination faced by women in paid workplaces as well as the limited availability of women's educational opportunities lead them to establish their own jobs (Yetim, 2002:81).

It is generally argued that entrepreneurs have some entrepreneurial personality traits. One of these characteristics is the need for achievement. Achievement is defined as the desire to generate resources and make a successful enterprise (Cromie, 1987:255). In the countries having an individualized society structure, achievement refers to being competent with others by the individual effort (Aytaç, 2006:151). Result of a study made by Şeşen and Basım (2012:26), showed that there was no significant relationship between achievement and entrepreneurial intention. In a survey conducted in Australia, it was determined that the need for achievement was one of the forces behind the orientation of individuals towards entrepreneurship (Langan-Fox and Roth, 1995:216). A study in Singapore showed that women entrepreneurs are more likely have achievement scores than female employees (Lee, 1996:23).

It has been determined in a study conducted with vocational college students in Isparta, the achievement motivation in male students is higher than that of female students (Yüksel, Cevher, and Yüksel, 2015:151). Another survey conducted with vocational college students, it was determined that the achievement motivation did not differ in terms of gender (Başol, Bilge, and Kuzgun, 2012:64). Similarly, in a study conducted in the United States, male and female entrepreneurs were found to have the same level of achievement (Cromie, 1987:258). Carland and Carland (1991:70) did not find a significant difference in terms of achievement between male and female entrepreneurs in the study conducted in the United States. But another study from the US state of Florida found that female entrepreneurs had a higher achievement motivation than male in the community and non-entrepreneur female (Neider, 1987:26).

Based on these researches on achievement motivation, the first hypothesis of this study is as follows:

H1: Female entrepreneurs differ from male entrepreneurs in terms of achievement, female entrepreneurs have a higher mean of achievement.

Another entrepreneurial personality trait that has been thought entrepreneurs is possessed is affiliation. However, there are only a few studies related to affiliation trait. Affiliation refers to the ability to establish regular and warm relationships with others. Individuals with high levels of affiliation enjoy acting together with others (Lee, 1996:19). A study of entrepreneurs in America and Israel by Baum et al. (1993:507) found entrepreneurs to have a high level of affiliation needs.

A survey in Singapore did not find a significant difference in terms of affiliation among female entrepreneurs and female employees (Lee, 1996:28). In another study, it was determined that affiliation trait didn't have a significant effect on being entrepreneurs for women but was effective in male entrepreneurship (Hansemark, 2003:313).

The second hypothesis to be tested according to these studies is as follows:

H2: Female entrepreneurs differ from male entrepreneurs in terms of affiliation, female entrepreneurs have a lower mean of affiliation.

Autonomy, one of the entrepreneurial personality traits of being an entrepreneur, is defined as the desire of controlling his/her own relations (Cromie, 1987:255). It has been stated that today the sense of autonomy is also one of the factors that motivate women to become entrepreneurs (Yetim, 2002:86; Sarri and Trihopoulou, 2005:33). But a survey in Singapore did not find a significant difference in terms of autonomy among female entrepreneurs and female workers (Lee, 1996:28). On the other hand a study conducted in the United States found that female entrepreneurs had a higher level of autonomy than male entrepreneurs (Sexton and Bowman-Upton, 1990:34). In another study conducted in the United States, 91% of male entrepreneurs said that the sense of autonomy was effective on entrepreneurship, while 76% of female entrepreneurs emphasized the importance of feeling autonomy (Cromie, 1987:255). Similarly, a study conducted in the United States found that female entrepreneurs had a higher level of autonomy than males and non-entrepreneur women (Neider, 1987:26).

The third hypothesis related to the autonomy treat is as follows:

H3: Female entrepreneurs differ from male entrepreneurs in terms of autonomy, female entrepreneurs have a higher mean of autonomy.

Another entrepreneurial trait emerging in entrepreneurial individuals is dominance. Dominance is defined as a desire to influence others to do what they want to do (Neider, 1987:26). A study in Israel showed that the dominance average of entrepreneurs was lower than managers (Baum et al., 1993:507).

A survey in Singapore showed that the level of dominance of female entrepreneurs is higher than that of female employees (Lee, 1996:28). Neider (1987:26) also found that the level of dominance of female entrepreneurs was higher than that of men and non-entrepreneur women.

Another hypothesis according to these studies is as follows:

H4: Female entrepreneurs differ from male entrepreneurs in terms of dominance, female entrepreneurs have a higher mean of dominance.

Finally, one of the treats that is thought to be effective on entrepreneurship is uncertainty tolerance. Uncertainty can be defined as the inability to accurately predict any situation (Milliken, 1987:136). Uncertainty tolerance expresses how an individual perceives an uncertain situation and how he/she reacts to it (Dugas, Schwartz, and Francis, 2004:835). Individuals who live in societies that prefer traditional and resident patterns tend to escape uncertainty. Uncertainty is not safe because it creates anxiety and fear and also creates stress in connection with anxiety and fear (Aytaç, 2006:152). Generally, it is suggested that the uncertainty tolerance of entrepreneurs is in high level (Teoh and Foo, 1997:69; Sexton and Bowman, 1985:129; Butler vd., 2010:122). In a study conducted in the United States, female entrepreneurs were found to have lower uncertainty tolerance than male entrepreneurs (Sexton and Bowman, 1990:29-30).

The last hypothesis established regarding uncertainty tolerance is as follows:

H5: Female entrepreneurs differ from male entrepreneurs in terms of uncertainty tolerance, female entrepreneurs have a lower mean of uncertainty tolerance.

### 3. Field Research

#### 3.1. The Purpose and Importance of Research

It has been determined that on average women have less entrepreneurial activities than men. It is stated that there isn't any country economy that women have engage in entrepreneurship activities at the same rate as men (Kelley et al., 2017:17). Women have always stayed behind than men in respect of entrepreneurial activities. One possible reason for this situation is that there is a prejudice that women do not have the potential to become entrepreneurs. Because of this prejudice women who want to become entrepreneurs cannot get financially and morally support and this can prevent them from becoming entrepreneurs. Therefore, this study is important in terms of revealing that women have more entrepreneurial characteristics than male entrepreneurs. it is thought that determining that women have entrepreneurial personality characteristics and entrepreneurial potential as much as men, will change prejudices against women entrepreneurs.

This research explores entrepreneurial personality traits in terms of male and female entrepreneurs. The mean of entrepreneurial personality characteristics of male and female entrepreneurs was compared, and it was attempted to determine the gender factor in terms of having these characteristics.

#### 3.2. Scales, Sample and Method

The scale which was developed by Özer et al. (2007:563) used to measure the achievement, attachment, autonomy and dominance characteristics. To measure the uncertainty tolerance, a scale developed by Carleton et al. (2007:113) was used. The high score that the participant gets in terms of a trait indicates that he/she has a high level of that trait. In other words, the higher the score of a trait, the higher the level of possess of that trait.

Sirnak province from TRC3 region which is the lowest level in respect of socio-economic according to the statistical classification of Turkey was included in the study. It was aimed to conduct a survey by interviewing the entrepreneurs in Sirnak who have earned income by doing economic activities in their own workplace or in the rented workplace. Among these entrepreneurs who have been involved in entrepreneurship activities for at least one year were included in the study, but only 60 entrepreneurs volunteered to participate in the research. For this reason, the data obtained from the surveys conducted with 60 entrepreneurs were used in analysis.

Firstly, reliability analyzes were applied to the data and then discriminant analysis was applied to determine whether male and female entrepreneurs differed in their entrepreneurial personality characteristics.

#### 3.3. Findings

Of the women participating in the study, 17% were aged 38-45 years; 17% of men were between 30-34 years old. Descriptive statistics for the scales used in the research are shown in the following table:

Table 1. Descriptive Statistics

<i>Scale/Dimension</i>	<i>Cronbach's Alpha</i>	<i>Mean</i>	<i>Standard Deviation</i>
<i>Achievement</i>	%82	2,46	0,56
<i>Affiliation</i>	%33	2,18	0,57
<i>Autonomy</i>	%76	2,45	0,55
<i>Dominance</i>	%62	2,40	0,59
<i>Uncertainty Tolerance</i>	%65	1,86	0,47

Table 1 show that the reliability of achievement, affiliation, autonomy, dominance and uncertainty tolerance scales is between 62% and 82% except affiliation. Affiliation dimension was not included in the analysis because the reliability of it was low.

Discriminant analysis was conducted to compare female entrepreneurs and male entrepreneurs in terms of achievement, autonomy, dominance and uncertainty tolerance. In the discriminant analysis, the Wilks' Lambda test was used to determine the significance level of the decomposition function, and the results are shown in the Table 2:

Table 2. Wilks' Lambda Table

<i>Function Test</i>	<i>Wilks' Lambda</i>	<i>Chi-Square</i>	<i>df</i>	<i>p</i>
<i>1</i>	<i>0,058</i>	<i>148,352</i>	<i>4</i>	<i>.000</i>

According to the p value in the Table 2, the function that emerges as the analysis result shows that the groups differ significantly in terms of certain variables.

Eigenvalue table was checked to determine the function explains what percentage of the variance. The table is shown below:

Table 3. Eigenvalues Table

<i>Function</i>	<i>Eigenvalue</i>	<i>% of Variance</i>	<i>Canonical Correlation</i>
<i>1</i>	<i>16,339</i>	<i>100</i>	<i>0,97</i>

The square of the canonical correlation shows the ratio of the independent variables to the dependent variables. According to the Table 3, the independent variables in the function explain the dependent variable about 94% (the square of the canonical correlation=0.97<sup>2</sup>).

The tests of equality of group means table is used to determine which independent variables have a meaningful effect in separating groups. This table is shown below:

Table 4. Tests of Equality of Group Means

<i>Variables</i>	<i>Wilks' Lambda</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
<i>Achievement</i>	<i>0,109</i>	<i>443,393</i>	<i>1</i>	<i>54</i>	<i>.000</i>
<i>Autonomy</i>	<i>0,093</i>	<i>524,362</i>	<i>1</i>	<i>54</i>	<i>.000</i>
<i>Dominance</i>	<i>0,575</i>	<i>39,908</i>	<i>1</i>	<i>54</i>	<i>.000</i>
<i>Uncertainty Tolerance</i>	<i>0,603</i>	<i>35,571</i>	<i>1</i>	<i>54</i>	<i>.000</i>

Looking at the Table 4, it is seen that the four independent variables have a significant effect on decomposition of the groups with the level of reliability of 0,01.

The two groups' mean which they get in terms of these variables are shown in the Table 5:

Table 5. Group Statistics

<i>Group</i>	<i>Variables</i>	<i>Mean</i>	<i>sd</i>
<i>Female Entrepreneur</i>	<i>Achievement</i>	<i>2,98</i>	<i>0,08</i>
	<i>Autonomy</i>	<i>2,97</i>	<i>0,11</i>
	<i>Dominance</i>	<i>2,79</i>	<i>0,42</i>
	<i>Uncertainty Tolerance</i>	<i>1,58</i>	<i>0,43</i>
<i>Male Entrepreneur</i>	<i>Achievement</i>	<i>1,91</i>	<i>0,26</i>
	<i>Autonomy</i>	<i>1,94</i>	<i>0,22</i>
	<i>Dominance</i>	<i>2,03</i>	<i>0,48</i>
	<i>Uncertainty Tolerance</i>	<i>2,17</i>	<i>0,27</i>

Looking at the mean of the variables given in the Table 5, it is seen that the female entrepreneurs' mean of achievement (2.98) is higher than male entrepreneurs' (1.91). This result supports the H1 hypothesis which established as "Female entrepreneurs differ from male entrepreneurs in terms of achievement, female entrepreneurs have a higher mean of achievement"

Another finding show that female entrepreneurs' mean of autonomy (2.97) is significantly higher than that of male entrepreneurs (1.94) (see Table 5). This result supports the H3 hypothesis, "Female entrepreneurs differ from male entrepreneurs in terms of autonomy, female entrepreneurs have a higher mean of autonomy".

Looking at the figures in the Table 5, it is seen that the female entrepreneurs' mean of dominance is 2.79, while male entrepreneurs' mean of dominance is 2.03. Hence, this result supports the hypothesis H4 which is established as "Female

entrepreneurs differ from male entrepreneurs in terms of dominance, female entrepreneurs have a higher mean of dominance”.

Finally, it has been determined that the female entrepreneurs’ mean of uncertainty tolerance is 1.58 and male entrepreneurs’ mean of uncertainty tolerance is 2.17 (see Table 6). This result supports the H5 hypothesis that “Female entrepreneurs differ from male entrepreneurs in terms of uncertainty tolerance, female entrepreneurs have a lower mean of uncertainty tolerance”.

#### 4. Conclusion

Entrepreneurial individuals make a great contribution to the country’s economy with their investments, especially in the region they operate. Entrepreneurs are often making these investments using personal funding sources and are trying to make their living from there. However, some entrepreneurs go beyond the aim of making their livelihood over time. These entrepreneurs are starting to carry out more extensive activities by expanding their business and this increases both employment and economic activity. Today, governments also encourage entrepreneurs to grow their business by providing financial support. However, in developing countries and underdeveloped countries it is thought that women cannot be involved in entrepreneurial activities. In other words, there is a widespread view that women cannot be as successful as men in entrepreneurship. One of the reasons for this is the role of women in the family, which is attributed to the women in the society. Because of the great responsibilities women undertake within the family it is thought that they will not be able to take the time and so they will not be successful in entrepreneurship activities. It is believed that it would be more appropriate for women to have in simple tasks in the workplace. On the other hand, there are number of entrepreneurial personality traits that lead individuals into entrepreneurial activities, and women having these characteristics will be able to conduct successful entrepreneurial activities.

In this study, it was investigated whether the women in entrepreneurial activities differed from entrepreneurial men in terms of some entrepreneurial personality traits. In this context, as entrepreneurial personality traits, achievement, attachment, dominance, autonomy and uncertainty tolerance were used in the analyzes. As a result of the discriminant analysis, entrepreneurial women and entrepreneurial men were differentiated from each other in terms of their entrepreneurial personality characteristics, apart from their affiliation qualities. The results of the hypotheses formed in the study are shown in the following table:

Table 6. Hypothesis Results

<i>Hypothesis</i>	<i>Result</i>
<i>H1: Female entrepreneurs differ from male entrepreneurs in terms of achievement, while female entrepreneurs have a higher mean of achievement</i>	<i>Supported</i>
<i>H2: Female entrepreneurs differ from male entrepreneurs in terms of affiliation, while female entrepreneurs have a lower mean of affiliation</i>	<i>Not Tested</i>
<i>H3: Female entrepreneurs differ from male entrepreneurs in terms of autonomy, while female entrepreneurs have a higher mean of autonomy</i>	<i>Supported</i>
<i>H4: Female entrepreneurs differ from male entrepreneurs in terms of dominance, while female entrepreneurs have a higher mean of dominance</i>	<i>Supported</i>
<i>H5: Female entrepreneurs differ from male entrepreneurs in terms of uncertainty tolerance, while female entrepreneurs have a lower mean of uncertainty tolerance</i>	<i>Supported</i>

Results of the discriminant analysis showed that the score of female entrepreneurs’ need for achievement was found to be significantly higher than that of male entrepreneurs. Possible cause of this situation is that women’s responsibilities, especially regarding children, may be reflected in the work. Women take great responsibility for raising their children and are endeavoring to make their children appreciated by the community, especially relatives. Female entrepreneurs are not only interested in saving the day, but also try to be more successful in their business. In this respect, they want to live a sense of appreciation in the society by accomplishing great works. This result supports the previous research result (Neider, 1987:26).

Affiliation treat was not included in the analyzes because the reliability of the affiliation was low. For this reason, the second hypothesis of the research could not be tested.

As regards autonomy, another entrepreneurial personality characteristic, female entrepreneurs were found to have a higher mean than male entrepreneurs’. Other researches that have been done previously indicated similar results (Sexton and Bowman-Upton, 1990:29; Neider, 1987:26). Women often cannot make their own decisions especially in the family because of spouse, father-in-law, mother-in-law, etc. And this situation can disturb women. Thus, the woman, who is the boss of her own by engaging in entrepreneurship activities, also meets the need for autonomy. Since entrepreneurial men are able to act on their own within the family, sometimes they may need consultation in the workplace and therefore it is thought that male entrepreneurs’ mean of autonomy is lower than the female entrepreneurs.

In the discriminant analysis, it was found that the female entrepreneurs’ mean of dominance was higher than that of male entrepreneurs. A similar result was obtained in the study conducted by Neider (1987:26). Women often want to have control at their home. Especially married women want to have control over their children and do not want children to get out of their control. Men, on the other hand, tend to shape their experience according to the ideas of others, since they

cannot organize their daily lives. It is thought that this situation continues to exist in entrepreneurial activities, so female entrepreneurs' mean of dominance is higher than the male entrepreneurs' mean of dominance.

Finally, in terms of uncertainty tolerance, it was seen that female entrepreneurs' mean of uncertainty tolerance was lower than that of male entrepreneurs'. This result supports the results of the research conducted by Sexton and Bowman-Upton (1990:29-30). Female entrepreneurs do not find financial support especially from their environment as well as male entrepreneurs. They conduct entrepreneurship activity with very limited sources they have. They do not also receive much support from their surroundings in moral terms. In the developing countries it is thought that women cannot succeed in entrepreneurial activities due to it requires intensive effort and time. Therefore, a woman in her entrepreneurial activities may face the risk of losing her entire assets when she fails and at the same time disappoints her supporters. In other words, the loss of a female entrepreneur can be more than the loss of a male entrepreneur. For this reason, it is thought that female entrepreneurs prefer to avoid uncertainty.

The findings of this study showed that female entrepreneurs have higher scores for some entrepreneurial personality characteristics than male entrepreneurs. This result is important in terms of showing that female entrepreneurs have the potential to grow their venture out of micro and small business and turn them into medium and large enterprises when financial and moral support is provided.

This study was conducted with only entrepreneurs operating in rural areas of Turkey which is a developing country. The results are thought to form the basis for a more comprehensive study of female entrepreneurs' entrepreneurial potential.

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