

## The Construction and Analysis of Cause Model for the Personal Qualities of Women Entrepreneurs

### CONSTRUCTION ET ANALYSE DU MODELE DES CAUSES POUR LES QUALITES PERSONNELLES DES ENTREPRENEUSES

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#### Abstract

In this paper, we use a large number of cases to understand the growing process of women entrepreneurs. We use social learning theory and the entrepreneurial human capital theory and other related researches to explore the forming causes of women entrepreneurs' personal qualities. Then we build a conceptual model to explain the causes of qualities. Finally, we analyze deeply of the factors of women entrepreneurs' personal qualities from two aspects of home networking and human capital accumulation. The findings provide the role of inspiration and reference to form and improve the qualities of women entrepreneurs.

**Key words:** Women entrepreneurs; Qualities cause model; Home networking; Human capital accumulation

#### Résumé

Dans ce papier, nous utilisons un grand nombre de cas pour comprendre le processus croissant de femmes entrepreneurs. Nous utilisons la théorie sociale d'apprentissage et de la théorie du capital humain et entrepreneurial d'autres recherches connexes afin d'étudier les causes formant des qualités des femmes entrepreneurs personnelles. Puis nous construisons un modèle conceptuel pour expliquer les causes de qualités. Enfin, nous analysons profondément les facteurs de qualités des femmes entrepreneurs personnelle à partir de deux aspects

de la mise en réseau domestique et de l'accumulation du capital humain. Les résultats fournissent le rôle d'inspiration et de référence pour former et améliorer les qualités des femmes entrepreneurs.

**Mots-clés:** Les femmes entrepreneurs; Modèle des causes de qualités; Le réseautage à domicile; Accumulation de capital humain

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#### INTRODUCTION

Women entrepreneurs depend on the unique qualities enliven in the traditional business areas where usually occupied by men. They have made remarkable contributions in promoting business performance growth and increasing social wealth. The NPC vice chairman and China Women's Federation president mentioned that the number of women entrepreneurs account for 25% of the total number of entrepreneurs and individual members of Chinese Women Entrepreneurs Association have reached 7,000 in 2010 Beijing Global Women Summit Opening Ceremony (Chen Zhili, 2010). More importantly, the Chinese women entrepreneurs' success rate in business is 97%, while male entrepreneurs' success rate is 20% (Li Jing, Chen Zhaohui, 2010, p.90). According to the Small Business Administration, there are 9.1 million women-owned businesses in the United States, and this number did not include home-based micro businesses. There businesses employ 27.5 million people and generate more than \$3.6 trillion in sales (Richard DeMartin, Robert Barbato, 2003, p.817). They are engaged in various areas throughout the industry. It is said by American Women's

Business Research Center in 2004 that American women entrepreneurs appeared at the services, retail, construction, manufacturing and even the mining industry (American Women's Business Research Center, 2005, p.30). It can be seen that women entrepreneurs as a special group in entrepreneurship teams are also showing strong growth momentum and develop rapidly. These women entrepreneurs not only rely on the brilliant performance to win the respect of society, but also shape the successful development models for the majority of women.

As women entrepreneurs occupy a pivotal position in economy, so many domestic and foreign scholars will focus on women entrepreneurs. At present, the articles which put the factors of the formation of women entrepreneurs' qualities as the research object are not more. At the same time, the researches are not specific and thorough enough. Women entrepreneurs have been able to succeed are linked closely with their personal qualities. Researches pointed out in the study that the qualities of entrepreneurs have become the key to obtain a competitive advantage. To improve the qualities of entrepreneurs have an outstanding significance in promoting the formation of core competitiveness (Su Jie, 2008). However, the formation process of personal qualities of women entrepreneurs is not easy. This is a dynamical, coherent and indivisible process. The formation of personal qualities is closely related to the forming causes of personal qualities. In recent years, the topic about what factors affect the formation of women entrepreneurs' personal qualities is very popular.

Therefore, this paper will combine the tree model of personal qualities of successful women entrepreneurs, begin with the innate qualities and acquired qualities of successful women entrepreneurs, after review the relevant theories, and then based on reasonable logical deduction to build a conceptual model to explain the factors of the formation of women entrepreneurs' personal qualities. There have great significances in the formation of women entrepreneurship, business success and business development.

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## **1. THE MODEL OF THE FORMING CAUSES OF WOMEN ENTREPRENEURS' PERSONAL QUALITIES**

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How to make the gender advantages of women entrepreneurs play better and show the quality characteristics of women is a very popular topic. We need to analyze deeply the growth process of a number of successful women entrepreneurs, so we can clear the factors of the formation of their personal qualities. This article from the point of view of the social learning theory and the human capital theory of entrepreneurs to explore the forming causes of successful women entrepreneurs' personal qualities. And then we build a conceptual model

to explain it.

### **1.1 Social Learning Theory**

Social learning theory suggests that the gender roles evolve by learning and social constraints. The behavior's acquirements not only suffer the genetic factors' affect, more importantly, be acquired by the growing environmental constraints. At the same time, social learning theory also emphasizes the effect of role model. The formation of gender advantage and qualities of women entrepreneurs not only depends on the parents, but also depends on family support and neighborhood constraint. Women entrepreneurs through continuous learning and accumulation, and gradually formed the essential qualities of successful entrepreneurs. So when we analyze the forming causes of personal qualities, we must attach importance to the factors of parents, family, neighborhood and so on.

In general, parents' culture normally refers to the parents' manners of speech and behavior and the examples set by parents. This will make a strong influence on children's cognitive and affect the formation of children's personal qualities. So the successful women entrepreneurs' advantage qualities are closely related with their parents. Meanwhile, how to maintain career and family balance is a challenge for professional women. But the most successful women entrepreneurs can better coordinate the relationship between the career and family. These are inextricably linked with their husbands and children's supports. The family supports make the women entrepreneurs have enough time and energy to complete the work and enrich themselves. So the family plays an important role in forming the personal qualities of women entrepreneurs. In addition, the neighborhood mainly refers to the early experience and relationship with the neighbors will affect people to participate in formal or informal relationship. The neighborhood networks also affect people's views about their nets' members, communication and behavioral norms in the net. The influences of living conditions and the people who they contacted from an early age would affect women entrepreneurs subtly. Therefore, we based on the social learning theory to eventuate the tree qualities factors of parents, family and neighborhood attributed to the cause of home networking.

### **1.2 Human Capital Theory of Entrepreneurs**

Human capital theory of entrepreneurs is that we can through education, training and other means to increase the entrepreneurs' human capital. We should not regard the reproduction of human capital as consumption, but as investment. Therefore, we can through education and training to improve the entrepreneurs' overall qualities and management capacity, as people always say "there have talented entrepreneurs, but haven't born entrepreneurs" (Chen Jian, 1998, p.26). Entrepreneurs can be trained. We do not need to born in a particular way and do not need a special ability. We can learn necessary things which a

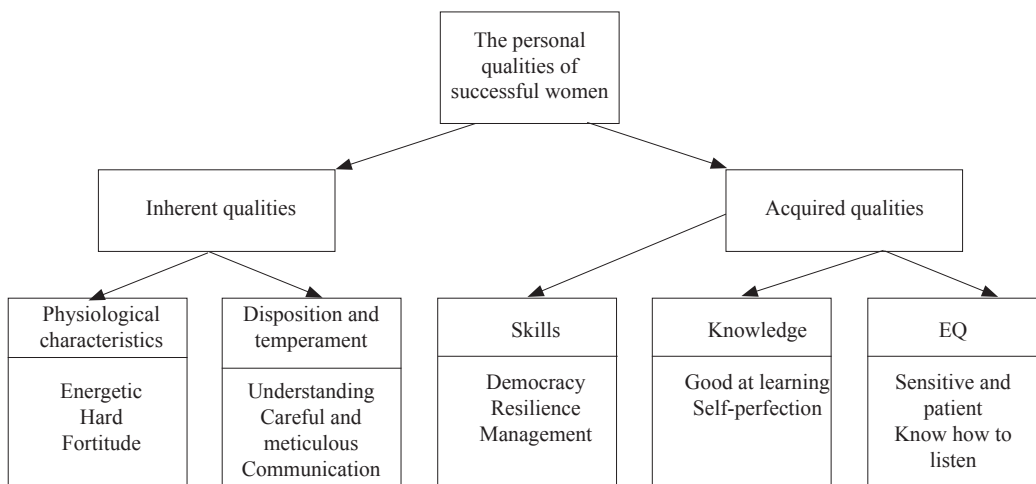
successful entrepreneur needs (Chef Skye, 2005, p.219). Scholars should pay attention to the issues about clear the forming causes of entrepreneurs' personal qualities, improve the qualities of entrepreneurs and foster a new generation of entrepreneurs.

Generally speaking, women entrepreneurs mainly through the early school education, the experience accumulated in practical work and the entrepreneurial experience to invest their human capital. When people were young, their most time was spending in school and they always get the teacher-student interaction and class effects. Therefore, the formation of personal knowledge and school education are inseparable. As we all know, the paths of women entrepreneurs to grow are mainly two. One is occupation entrepreneurs who work for the owners. Most of them work from the grassroots level, and then become to the leader of the company. The other is pioneers who start an undertaking. They make their enterprises large, and then become entrepreneurs. In the career development process, the women entrepreneurs continue to enrich the knowledge and skills and respond to emergencies. They form a series of qualities what the

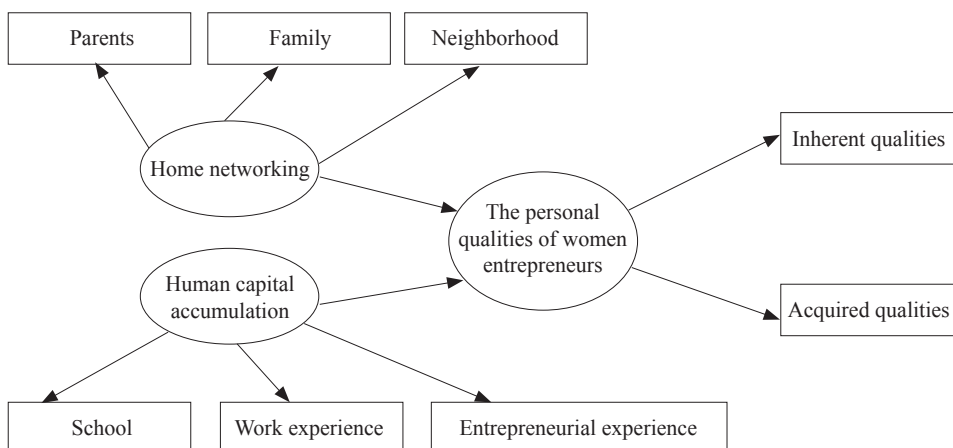
successful people necessarily have. Therefore, we based on entrepreneur human capital theory to eventuate the tree qualities factors of school education, work experience and entrepreneurial experience attributed to the cause of human capital accumulation.

### 1.3 The Model of the Forming Causes of Women Entrepreneurs' Personal Qualities

In summary, combined with to analyze a large number of successful women entrepreneurs' growth background and based on the tree model of women entrepreneurs' personal qualities(see Figure 1), we have come to the conceptual model of the forming causes of women entrepreneurs' qualities(see Figure 2). The model based on the tree model of personal qualities of successful women entrepreneurs, explores the various factors of how the innate qualities and acquired qualities are formed. We reach conclusion is that the main factors are home networking and human capital accumulation. These factors enable women entrepreneurs to get great success. Because these factors make women entrepreneurs have characteristics, advantages and the capacity to achieve their objectives.



**Figure 1**  
The Personal Qualities of Women Entrepreneurs in the Tree Model



**Figure 2**  
The Conceptual Model of the Forming Causes of Women Entrepreneurs' Qualities

## 2. THE DETAILED ANALYSIS OF THE MODEL FOR THE FORMING CAUSES OF WOMEN ENTREPRENEURS' QUALITIES

### 2.1 The Quality Causes of Home Networking

Home networking mainly includes parents' culture, family support and neighborhood relations. Yang Lan also sums up the growth environment as the most influential factor in her growth process. She thought her parents who were teachers gave her a warm home. They made her kind-hearted and let her had a progressive philosophy of life. Genuineness, true feelings and hard work are the guarantees of her success (Wen Shente, 2006, p.55).

#### 2.1.1 The Influence of Parents

The influences of parents play a very important role in the development of children. The parents cultivate the interests and hobbies of children. They form the children's temperament and dispositions. Meanwhile, they model the personality of children and affect the children's future. Words and deeds of the parents are conducive to establishing a correct gender concept for young women. These will help them to maximize their own gender advantages and achieve the firmness of character. Wang Qiuyang, the Co-Chair of JinDian, was born in a military family. Her father who was an officer was very strict with her in her childhood. These made her like a little boy with the spirits of independence, perseverance, adventure. These qualities not only help her move forward in her own career path, but also make her become the first Chinese woman who successfully climbed the hilltop of Mount Everest and reached the South and North Pole. Thus, words and deeds of parents and consciously culture have a crucial role for children, especially for girls' innate qualities.

#### 2.1.2 The Influence of Family

Family supports effectively protect women entrepreneurs to put the heart and soul into their business, and then create a business miracle and another. They not only handle well the relationship between family and career, as well as use the mothers' and homemakers' skills to manage their subordinates. These capacities, such as flexible response, unity and cooperation, good communication, management abilities have an immeasurable impact in forming their acquired qualities. Li Jinfen, the chairman of Amway (China), is a successful women entrepreneur who better balance the family and career. Behind a successful career, she has a happy family. Her husband is a doctor. He always accompanies her to attend a number of major events. He supports her work well. She has three sons. The relationship between her and her sons is quite harmonious. It is the balance of career and family that makes her could carry out humane management in the company. She makes Amway's direct selling model vigorous in China.

#### 2.1.3 The Influence of Neighborhood

The impact of the early age living environment and the neighborhood to women entrepreneurs' personal qualities can not be ignored. Zang Jianhe, the Wanchai Ferry brand founder, has a wild childhood as most successful women entrepreneurs. They all like play with boys. When they contacted with the boys, they gradually formed their qualities of not afraid hardship, have courage to compete and learn from men. As a Shandong woman, Zang Jianhe also has the typical characteristics of stubbornness, fortitude and optimist. It is these qualities that continually support her to overcome difficulties and remove all problems, and go to success. Therefore, the neighborhood relationships also play an important role in training a strong EQ and influencing the formation of acquired qualities of women entrepreneurs.

### 2.2 The Quality Causes of Human Capital Accumulation

Human capital theory suggests that the main way of human capital accumulation is education, which includes not only women entrepreneurs by the formal education in schools, but also in the process of work or business experience.

#### 2.2.1 The Influence of School

School education is a key factor can not be ignored for a person become success. It is education and capacity-building learn from school those strongly pull a person to succeed. For some women entrepreneurs who work in high-tech industry, the schools play a vital role in education. Women entrepreneurs have the professional knowledge and skills usually from the school's culture and education. Zhang Ruomei, the president of Qilisoft Software Company (US), is a good example. When she was young, her parents pay much attention to school education. Then, she graduated from Taiwan Traffic University, finally got the Purdue University Ph.D. in database system management. The capacities and skills acquired in school help her to success in the computer field. These qualities play a key role in helping her to set up her own company ultimately. Therefore, women entrepreneurs' acquired qualities, especially the knowledge, mainly get from the school.

#### 2.2.2 The Influence of Work Experience

To become entrepreneurs through career development, for most women is very difficult. Because it is not only ask for a high requirement of their qualities and abilities, but also need to have a good career development environment. Lian Xiaosi, the vice president of HP (Asia Pacific areas), began her professional career as an engineer in 1978. She worked hard and planed the profession career practically. Finally, she broke the shackles of occupation ceiling and became an excellent entrepreneur. Thus, career planning can lead women entrepreneurs to successful. Constantly sum up, constantly improve and effectively respond to changes in the environment, timely adjust to their own



planning are also essential for women entrepreneurs. Meanwhile, the work experience can help women entrepreneurs to better grasp the management capacity and management expertise. These also can help them better exert their acquired qualities.

### 2.2.3 The Influence of Entrepreneurial Experience

Compared with career advancement, the entrepreneurship is even more difficult to women. Faced with the unknown, they must overcome the difficulties, continue to challenge themselves and overcome themselves. And then they would get success. Most successful women entrepreneurs through entrepreneurship have a long-term view. They are good at analyzing the current situation. In the process of growing, they constantly improve themselves and enrich themselves, learn from others and feedback to others. Combined with the characteristics of the current environment, they used their own strengths and capabilities to choose their own industries. They constantly improve the acquired qualities, increase knowledge and exercise capacity. Mary Kay, the founder of the Kingdom of Mary Kay, with her colorful life and amazing achievements as a model for successful women. In her path of growth, she got a lot of support and encouragement. These made her become confident and brave. She used sincere and genuine to service clients. She became the immortal myth of business.

## CONCLUSION

In this paper, we combined the theories, researches and the tree model of women entrepreneurs' personal qualities to build a conceptual model of the forming causes of women entrepreneurs' personal qualities. We considered that the family network relationships and human capital accumulation are the two key factors to promote women entrepreneurs to get their advantages and qualities.

The women entrepreneurs rely on a firm conviction and skilled techniques to overcome difficulties and

achieve the value of life and the pursuit of self. Their individual talents are played most vivid and incisive, and ultimately have made remarkable achievements. We should through their personal qualities and the brilliant performances to explore the deep-seated causes. Because it not only help the women entrepreneurs who have been achieved or are still groping in the dark, but also be essential to some women who want to become successful entrepreneurs. This will help them take more proactive measures to continue to shape themselves, improve themselves, surpass themselves, and then go to success.

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