

Kadın / Woman 2000
Kadın Arařtırmaları Dergisi - Journal for Women's Studies

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Women's Entrepreneurship: Multi-Disciplinary Perspectives

Guest Editors:

Gözde İnal

Cynthia Forson

Mine Karataş-Özkan

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e-mail: jws.cws@emu.edu.tr
<http://kwj2000journal.emu.edu.tr>

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İçerik/Contents

Cilt / Volume VIII Sayı / Issue 2 Aralık / December 2007

Editörden/From the Editors

Makaleler/ Articles

Perceived Nature and Impact of Gendered Norms: The French Female Business Owners' Labour of Gender and Norms

Renaud Redien-Collot..... 1

Constraints on Female Entrepreneurship in Northern Cyprus

Karen Howells..... 29

Branka Krivolapic Skoko

Kuzey Kıbrıs Türk Cumhuriyeti'nde Kadınlara ait İşletmelerin İş Performansını Etkileyen Faktörlerin Tespiti

Hatice Jenkins..... 59

Salih Katırcıoğlu

Kitap Tanıtımı/Book Review

Rosenberg M. (2007). Inspiring Women: How Real Women Succeed in Business. Surrey: Crimson Publishing. (223 pages)

ISBN: 978 1 85458 410 6

(Gözde İnal)..... 77

Sandra Grey and Marian Sawyer (Eds.) (2008) Women's Movements: Flourishing or in Abeyance? London: Routledge (208 pages) ISBN: 0415462452

(Nicole Avdelidou-Fischer)..... 79

Yerel Kadın Örgütleri Bilgi Notu/Notes on Local Women's Organisations: Akova Women's Association

(Nesrin Dağ & Alheri Bawa Magaji) 81

Yayın İlkeleri..... 86

Notes for Contributors..... 90

Bu sayıda katkıda bulunan yazarlar / Authors in this issue..... 94

Bu sayıda hakemlik yapanlar / Referees in this issue..... 95

From the Editors!

Dear readers, we are glad to introduce you the first thematic volume of Kadın/Woman 2000 (Vol. 8). The two issues of this volume are investigating several aspects of women's entrepreneurship through 6 selected papers.

We would like to express our acknowledgements to all those who did serious work for the reviewing of the papers, and publicity of the journal. Special thanks go to Gözde İnal, Cynthia Forson, and Mine Karataş-Özkan, the guest editors of this volume for their serious work for the collection and editing of the papers and to Prof. Dr. Ayhan Bilsel on behalf of the Executive Board members of Emupress for their guidance and support without whose generous contributions this work would have never been completed. We are indebted to the former editor-in-chief Assoc. Prof. Dr. Netice Yıldız who had been the editor of the journal for 9 years and 11 issues. Without her dedication to the journal and her serious work, this journal would have never been able to continue as a well known, reputable journal.

Editors

Fatma Güven Lisaniler

Hanife Aliefendiođlu

Notes on Guest Editors

Gözde İnal is currently an Assistant Professor at the department of Business Administration, at Cyprus International University in North Cyprus. She received her B.B.A degree at Eastern Mediterranean University, North Cyprus in 1993, and completed her MSc Finance degree at the Management Centre, University of Leicester, UK in 1999. She completed her PhD degree at Queen Mary, University of London, UK in 2008. Her research project involved a comparative study on the reasons for and means of setting-up Turkish Cypriot restaurants and law offices in North Cyprus and Britain. Her research interests include mainstream, minority-ethnic and women small business ownership.

Cynthia Forson is Senior Lecturer in Human Resource Management at the University of Hertfordshire. Her research interests centre on equality and diversity in organisations and the labour market (including entrepreneurship and small business), focusing on ethnicity and gender issues and particularly with regard to the African and Caribbean ethnic group.

Mine Karataş Özkan is a Lecturer in Entrepreneurship at the School of Management, University of Southampton (UK). Her research interests include nascent entrepreneurship from a learning perspective, social and science entrepreneurship, diversity aspects of entrepreneurship and knowledge work, and gender studies. She has published a number of research articles and reports in these areas. She has authored a book entitled 'Nascent Entrepreneurship and Learning' (2010, Edward Elgar). She completed a PhD in Entrepreneurship at the University of Southampton in 2006. She has previously worked at the University of Derby (UK).

Editorial Introduction

Women's Entrepreneurship: Multi-Disciplinary Perspectives

The importance of women's entrepreneurship has been well documented in academic literature and policy documentation. Although it is acknowledged that the creative and entrepreneurial potential of women is a latent source of economic growth and new jobs and should be encouraged, women entrepreneurs face more difficulties in setting-up and growing businesses due to a number of reasons such as gender discrimination and stereotypes, difficulties in reconciling family and business obligations, lack of information, and lack of contacts and access to networking.

This special issue of KADIN/WOMAN 2000 Journal for Women's Studies, a journal dedicated to the scholarly study of all aspects of women's issues, we seek to problematise and interrogate several aspects of women's entrepreneurship through selected papers. The selection of papers in the first issue, drawn from field work in the Philippines, Turkey and North Cyprus, examines a variety of topics related to female entrepreneurship, such as entrepreneurial motivation and constraints, the impact of regulatory frameworks, support policies and initiatives and the perceived nature and impact of gendered norms that varies considerably depending upon the culture, situation and circumstance.

In the first paper, Renaud Redien-Collot discusses how French female business owners' perceptions of themselves and others in different contexts of authority may challenge the perception of gendered norms and the normative framework, through a qualitative study. The research is carried out in two phases: a set of group interviews that examines the participants' perception of the nature of gendered norms and a set of individual interviews that examines how the participants perceive the effects of gendered norms in their own experience. The results of the study reveal that, for female business-owners, their approach to gendered norms contains two types of tensions: A first type of tension that explores the nature of gendered norms that may appear either fixed when they address their employees or mutable when they describe themselves or address their peers; and a second type of tension that explores the impact of gendered norms that may be either a source of normative immobility – especially in the professional environment or a source of normative transformation – when they analyze their entrepreneurial trajectory.

The second paper focuses on the constraints on Turkish-Cypriot female entrepreneurship in North Cyprus. In a paradoxical cultural context, Karen Howells and Branka Krivokapic-Skoko explore the role of culture and social norms in circumscribing business sector choices for women business owners. Feminist writers have argued that women's choices in participating in the labour market (including entrepreneurship) are shaped not only by women's desires but also by external patriarchal structures. Employing a mixed methodology (questionnaires and in-depth interviews) the research reveals that women business owners in North Cyprus though free to choose the business sectors that they operate in, this is restricted by the mechanisms of the patriarchal context in manifested through gendered cultural norms and practices.

The final study by Hatice Jenkins and Salih Katirciođlu is also a study conducted on Turkish Cypriot women entrepreneurs in North Cyprus titled "Factors Affecting the Business Performance of Female Owned Enterprises in Turkish Republic of Northern Cyprus. A face to face survey method was utilized to collect primary data from two hundred female entrepreneurs and statistical analyses were conducted to analyze the data. The study has revealed that half of the sampled businesses were established during the last six years indicating the rapid expansion of female owned businesses in the early 2000s. In terms of business performance, achievement motives, level of education and first child's age were positively related, whereas labor cost is negatively associated with business performance.

Guest Editors

Gözde İnal

Cynthia Forson

Mine Karataş-Özkan

Perceived Nature and Impact of Gendered Norms: The French Female Business Owners' Labour of Gender and Norms (2009)

Dr. Renaud Redien-Collot*

ADVANCIA (Business School of Paris Chamber of Commerce and Industry)

Abstract

Gender is a performance that can be actualized either as a norm or as a catalyst for the change of norms (Butler, 1990). Thus, gender framework is the result of individuals' perceptions of its (normative) nature and its possible impact onto other norms. In that context, female business-owners are a very interesting population to study because they are deeply engaged in the management of norms in their entrepreneurial activities. Many studies stress that, similarly in their day-to-day initiatives and their outstanding performances, female entrepreneurs are explicitly and implicitly obliged to comply with masculine norms (Collinson & Hearn, 1996; Lewis, 2006). However, they examine neither female entrepreneurs' perception of their control over norms nor their perception of themselves and others when they demonstrate their power and authority in their firms. Thus, they downsize female entrepreneurs' effective labour of gender and norms. The present study examines how female business owners' perceptions of themselves and others in different contexts of authority may result in challenging the perception of the gendered norm and the normative framework. The population studied was a homogeneous group of sixty French female small business owners in the service sector, operating in France. The present study is a qualitative study carried out in two phases: a set of group interviews that examines the participants' perception of the nature of gendered norms and a set of individual interviews that examines how the participants perceive the effects of gendered norms in their own experience. The results of the study reveal

* Dr. Renaud Redien-Collot, Deputy Director, ADVANCIA (Business School of Paris Chamber of Commerce and Industry), Paris-France. E-mail: rrediencollot@advancia-negocia.fr

that, for female business-owners, their approach to gendered norms contains two types of tensions:

- *A first type of tension that explores the nature of gendered norms that may appear either fixed when they address their employees or mutable when they describe themselves or address their peers*
- *A second type of tension that explores the impact of gendered norms that may be either a source of normative immobility – especially in the professional environment -- or a source of normative transformation – when they analyze their entrepreneurial trajectory*

Key Words: *Perception of Norms, Gender Performance, Entrepreneurship, Authority,*

Introduction

Butlerian works have demonstrated that gender is not only a norm that sustains the majority of social codes. Butler (1990) emphasizes that gender – like any other norm – should both be respected in order to sustain social interactions and projects and challenged in order to produce new normative frameworks. Gender is a performance that can be actualized either as a norm or as a catalyst for the change of norms. In other words, gender treatment and framework rely on individuals' perception of its (normative) nature and its possible impact onto other norms. In parallel, Kojève (2004) extends Butler's analysis in stressing that norms generally have a performative dimension. However, philosophy of causality and behavioural psychology has encouraged modern societies to focus on gender as a norm in order to disregard its other performative aspects (Butler, 2004; Warner, 2005). Even though entrepreneurship theory suggests that entrepreneurs try to conform with norms and transform norms (Schumpeter, 1934; Berger et al., 1991), gender studies in entrepreneurship stress that female entrepreneurs are entrapped into a masculine normative framework (Lewis, 2006; Baughn et al. 2006; de Bruin et al., 2007). They do not envision that female entrepreneurs may challenge masculine models and initiate significant changes in the gendered entrepreneurial processes that might have an impact for the whole entrepreneurial community. Rather than focusing on gender as a norm, I have written a first article that has examined female entrepreneurs' authority, that is, their perceived control of norms – especially gendered norms.

In the study, I discovered that this specific population, obliged to demonstrate

its authority in many situations, does associate any creative dimension with the control of norms. However, this study only focused on the female business owners' perception of the authoritarian process. In a set of case studies, Bourcier (2006) points out that individuals who convey that gender is a repressive notion because they experience its stability and its incommensurability and, by extension, may perceive the control of norms as merely repressive, are positively engaged in the 'labour of norms and gender' (*le travail des normes et du genre*) – that is, in the production of new norms, new selves, new forms of management of norms. In this context, Bourcier observes that the involvement in the labour of norms and gender has a direct effect on the individuals' self-perception and perception of others: at that level, we can see how people question the nature and the impact of norms and convey representations of normativity. Therefore, the present study focuses on female entrepreneurs' perceptions of themselves and others in order to capture the specificities of their labour on gender and norms.

I. Literature Review

Norms and Gender in the Realm of Entrepreneurship Studies

Literature on entrepreneurship training stresses that people – the trainers and the trainees-- who are involved in the launching of ventures and the development of young enterprises are engaged in a paradoxical process (Hackett & Dilts, 2004). On the one hand, they have to conform to a set of business and social norms – the business model must correspond to the current societal demands and respect the financial rules of presentation in order to be accepted. On the other hand, they have to develop an entrepreneurial proposal that challenges certain aspects of the business world in order to create value. Both theoreticians (Schumpeter, 1934; Gartner, 1985) and practitioners (Stuart & Abetti, 1990) emphasize that entrepreneurs must comply with norms and destroy them creatively. Surprisingly, present research on entrepreneurship does not examine systematically the fact that entrepreneurs have to develop this double attitude towards norms and towards any type of norms -- managerial and non-managerial norms (Hernandez & Marco, 2006). Moreover, Kojève (2004) points out that the study of the management of norms requires a careful analysis of the individuals' discourse. The majority of studies on entrepreneurship are focused on the analysis either of entrepreneurial intentions or of entrepreneurial actions and their impacts (Hjorth & Steyaert, 2003): very little has been said about entrepreneurial enunciation.

Consequently, in entrepreneurship studies, scholars are tempted to define gender as a norm and hypothesize that female entrepreneurs are only complying to masculine norms (Lewis, 2006; Baughn et al., 2006); they do not hypothesize that women may at the same time comply and challenge them. Thus, gender studies in entrepreneurship only explore gender as a performative and repetitive – that is hyper-normative-- notion that constrains female entrepreneurs' decision-making processes. They reach this conclusion because their approach is focused on female entrepreneurs' perception of gender framework and do not address the issue of the effective perceptions and representations of gendered norms that female business owners may develop (Lewis, 2006, Baughn et al., 2006). Therefore, they analyze neither female entrepreneur's perception of – authority that is neither the control of norms (Kojève, 2004) nor female entrepreneurs' perception of themselves and others when they demonstrate their power and authority in their firms.

The performative dimension of gender

Kojève who examines the different types of actualization of power, suggests that there is a distinction between leadership – a process in which individuals demonstrate their control of people and situations -- and authority – a process in which individuals demonstrate their control of norms and codes. Management and entrepreneurship stress the importance of leadership and disregard the notion of authority. Kojève points out that individual cannot develop leadership if they do not sustain authority. As the literature emphasizes that entrepreneurs develop remarkable forms of leadership (Ensley et al., 2006; Vecchio, 2003), I hypothesized that they may similarly develop very interesting forms of authority. Moreover, Boursier notes that authority is the perceived control of norms: it is a crucial process that de-naturalizes the individuals' perception of norms and reveals how norms are produced, imposed, discarded and replaced. Therefore, I elaborated a first survey concerning female entrepreneurs' authority, that is, their perceived control of norms – especially gendered norms.

Results indicated that neither female entrepreneur who claimed that they were authoritarian nor female entrepreneurs who disregarded authority perceived it as a creative notion. Some aspects of the study suggested that an important group of interviewees developed a pessimistic perception of authority because they saw the gender as a non-mutable norm. It would appear that this group perceived authority as non-creative because its members considered that gender – like many other norms – is non-mutable. Therefore, the interviewees perceived

authority -- the control of non-mutable norms -- as worthless. However, at the same time, the same group saw gender as a leverage to change normative framework. I could, then, hypothesize that the members of the group had developed a personal representation of the gendered norm as non-mutable -- that may have an impact on their perception (and interactions) of themselves and others -- in order to change it into a leverage that could challenge norms in the entrepreneurial contexts. I concluded that further research should examine how female business owners appropriate gendered norms in their perception of themselves and others.

As I have mentioned it before, in the realm of management and entrepreneurship studies, practice is often opposed to conception. It is necessary to understand what is meant by practice in the context of gender studies. Judith Butler argues that gender works neither as conception nor as action (theory of agentivity) but as a "performative that constitutes the very act it performs. In his speech-act theory, Austin (1962) opposes two types of statement:

- the constative statement ("*water boils at 100° celsius*") that is descriptively true or false; and
- the performative statement ("*I now pronounce you husband and wife*") that cannot be evaluated in terms of truth because it is by the utterance of the words that the act is performed.

For Butler, the possibility that gender may work as a performative derives from the fact that there is neither femininity nor masculinity outside language.¹ In other words, speakers manipulate ideologies of feminine and masculine speech in the ongoing production of gendered selves. However, this form of manipulation does not yield creative results, nor does it make use of the freedom and agentivity of individuals. Gender, Butler notes, is repetitive and consequently normative by nature: as a performative, it fits the world, conforming to the conventions that govern success.

Austin suggests in turn that performatives can also shape the world: by enunciating them, reality is frequently made to fit the words. Butler offers a way out of the gendered performative trap through re-signification, which deconstructs by means of irony, transvestism, and so forth.

In claiming that authority is mainly repressive, women entrepreneurs convey that their approach to gender is performative: their reaction suggests that they perceive authority not as a flexible medium for expressing power and, perhaps, other personal and interpersonal expectations, but as a constraining process that repetitively and inevitably leads to repression.

In either case, in my first survey, female business owners see authority as an external, masculine notion that cannot be reworked and transformed because, first, it seems to be anchored in human nature and, second, it belongs to an incommensurable other that must be endowed with fixed values and principles.² In other words, authority seems to be a key quality that partakes in the process of essentialization of a group that we call "entrepreneurs" (meaning "male entrepreneurs").

Women entrepreneurs' performative approach to authority (and to power) tends to "essentialize" the figure of the male entrepreneur and of entrepreneurs in general as authoritarian.

However, when individuals perceive gender framework and the control of norms that comes with it as repressive, they are already engaged in a sustainable process of de-naturalization of gender and of normative constructs in society (Bourcier, 2006). This process of de-naturalization has a direct impact on the individuals' perception of themselves and others: in discussing, adjusting and subverting the different representations of power according to private and public situations, they transform the image of their self (their own image?) (Warner, 2005). In this context, it is important to identify the different types of perceptions of norms that people develop when they are engaged in the labor of gender. The aforementioned results of a former study on female entrepreneurs and authority showed that, on the one hand, the interviewees saw the gendered norm as non-mutable, and, on the other, as a leverage to transform a set of norms in the realm of decision-making, money-making, negotiation etc...According to them, the nature of gendered norm was fixed whereas its impact was a source of mutation. This may hint at the paradoxical perception that these female entrepreneurs have developed about themselves. At the same time, flexibility and mutability of the gendered norm seem to be important issues.

The present study examines how female business owners' perception of themselves and others in different contexts of authority may result in challenging perception of the gendered norms and the normative framework.

II. Methodology

A closer analysis of women entrepreneurs' use of rhetoric and gender construction in their interactions with others may reveal how they employ the meaning of their discourse of authority in order to play with authority as a gendered and entrepreneurial norm. They may even discover a certain degree of elasticity in authority, which ultimately challenges the status of norms (Bourcier,

2006). Warner (2005) has elaborated extensive studies of groups of male transvestites in their ability to challenge public discourse and representations. He notes that isolated individuals and groups produce different outputs in the perceptions of their labour of gender and norms. Psycho-sociology points out that, in groups, individuals produce more convergent representations whereas their representations are more divergent when they are isolated. Warner observes that transvestites in groups attempt to converge in battling about the nature of norms; in contrast, alone, they undermine gender stereotypes and ask questions concerning the effects of norms.

Therefore, the present study contains two phases: a set of group interviews and a set of individual interviews. The population studied was a homogeneous group of French female small business owners in the service sector and operating in France. The majority of the participants, 80 per cent, had created their business; 20 per cent had inherited it. While the age of interviewees ranged quite broadly between 30 and 50, all seemed to share the same concerns about their private lives and professional priorities.

1. Group Interviews: Observing Participants' Collective Perceptions of Themselves and Others in their Interactions with People Inside and Outside their Firms

Groups were of between 6 and 10 self-selected persons who agreed to meet for face-to-face discussion of the issues raised in the telephone interviews.³ There were a total of five groups, that is, 42 persons.

Each group was asked to say how they think people in their work environment perceive them and what they expect from their employees. Then, they had to select pictures that represent power and list the qualities of entrepreneurs.⁴ I played the role of moderator, intervening only to ensure full participation and redirect digressions. Discussions lasted one hour. I asked each group to develop responses as a group, and to describe their attitudes and their behaviours in a set of hypothetical situations in which they would exercise authority in interacting with others.

There were three warm-up questions in order to collect collective testimonials concerning interviewees' perceptions of themselves and the others within interactions in which authority was embedded

1. How do you think your clients perceive you as female entrepreneurs?
2. What are the qualities that you require from a collaborator?

3. What are the qualities that your partners appreciate when they work with you?

Next, the participants had to perform three tasks in order to convey their representations of power and entrepreneurship:

4. Select 4 pictures out of 40 to describe power; then select 4 pictures on the internet that describe power according to them;

5. Describe, in group, the qualities of an entrepreneur;

6. Would you adjust this description according to the sexual variable?

Through these questions, I wanted to examine the perception that female entrepreneurs had developed about themselves and others as categories. Tajfel and Turner (1986), Doise (1993), Cioldi and Buschini (2005), stress that, approaching others in terms of categories increases the use of stereotypes. In my interviews, I expected to be able to measure the frequency of gender stereotypes, as well as the most recurrent gender stereotypes that are used among French female entrepreneurs in order to describe their activity and their perception of their internal and external environment. At the same time, I examined how, through the frequency of gender stereotypes, they address the issue of the nature of the gendered norm.

In order to answer the first three aforementioned questions, I asked the interviewees to use a set of qualifying adjectives and nouns to describe different aspects of their own and others' personalities. A certain number of the qualifying adjectives and nouns that they selected convey clear gender-based taxonomical characteristics. In their studies of the descriptions of male and female employees' performances, Cioldi and Buschini (2002, 2005) give a short list of adjectives that define masculinity and femininity in the French managerial environment. The literature about female leadership shows that female managers use the same types of adjectives in describing their personal perception of their own position (with some cultural adjustments between the anglo-saxon and the French work environment) (Bass, Avolio, Atwater, 1996; Eagly and Johannesen-Schmidt, 2001).

Cioldi and Buschini propose three categories of adjectives, as follows:

masculine adjectives	neutral adjectives (based on competences)	Feminine adjectives
<i>resolute</i> <i>competitive</i> <i>independent</i> <i>powerful</i> <i>tenacious</i>	<i>Logical</i> <i>Analytical</i> <i>dynamic</i> <i>self-confident</i> <i>a person of driving ambition (fonceur) (driven)</i> <i>cultivated (cultivée)</i>	<i>affectionate</i> <i>quiet</i> <i>open</i> <i>charming</i>

According to Cioldi and Buschini, these are the most recurrent adjectives in the description of women managers. (I will use them for reference in the following analysis.) However, I presented an homogeneous list of these adjectives to the participants and I mentioned that they were free to propose other terms. My goal was to see whether interviewees would use Cioldi and Buschini's adjectives, or whether they would select others; I was also interested to see whether these adjectives were indeed the most recurrent in their speech.

2. *The Individual Interviews: Observing the degree of intentionality in the use of gender constructions and rhetoric*

The individual interviews explored how female business owners measure the effect of norms in their entrepreneurial trajectories. The individual interview phase included twenty self-selected interviewees who had not participated in group interviews. The purpose of this interview was to invite each interviewee to:

- present a narrative of her entrepreneurial trajectory;
- stress the elements (accomplishments) that could trigger gender stereotypes
- specify how she used her narrative in her interactions with other entrepreneurs and with collaborators;
- invite her to examine her intentions when she referred to her entrepreneurial trajectory in front of others.

Here are the exact questions they had to answer:

1. Could you sum up your trajectory as an entrepreneur?
2. Which of your own accomplishments do you emphasize when you meet with your peers?
3. Do you disclose certain aspects/moments of your entrepreneurial trajectory to your collaborators?
4. In what types of situations?

III. Findings

1. Results of the Group Interviews

First I will present the frequency and recurrence of gender stereotypes during the five group interviews. Then, I will describe the participants' choices of images representing power.

In the discussions that took place during the five group interviews, the frequency of adjectives encapsulating masculine gender stereotypes (resolute, competitive, independent, powerful, tenacious) was rather low (2 adjectives out of 10). However, in 70% of the occurrences, the use of these adjectives conveyed ironical, dismissive, and even derogatory connotations (verbatim: "*In front of my clients, but also with my employees, if I find any resistance, it is not worth showing the determination of a chief scout in front of her troops*"; "*It is very nice to claim one's own competitiveness, but a boss gets exhausted when he pretends to be an olympic champion; it is better to carefully set realistic objectives for oneself and reach them without any comments*"; "*Day by day, with 800 employees, I feel more responsible than powerful; with so many collaborators, I may feel powerful when it is time for grand speeches, but it would only impress 'énarques'¹⁵ or clerks who would never find the courage to do what we do!*"). The frequency of adjectives encapsulating feminine gender stereotypes (*affectionate, quiet, open, charming*) was identical to that of adjectives encapsulating masculine gender stereotypes (2 out of 10). However, the use of these adjectives conveyed less irony and contempt than the adjectives encapsulating male gender stereotypes.

Far more important in frequency were the "neutral adjectives" (4 out of 10). Interviewees were eager to evaluate themselves and be evaluated according to mainstream competences. They used neutral adjectives that are not on Cioldi's and Buschini's lists, such as: *professional, accomplished, reliable, useful, and resourceful*. In the two gendered categories, they frequently opposed *intuitive*

and *rational* in non-ironical and non-dismissive tone (more than four times in each group interview). They also contrasted the adjectives *intuitive* and *visionary*. Moreover, they added more terms to the set of adjectives encapsulating female gender stereotypes: for instance "*composed*", *orderly*, *reassuring*, and *receptive*. By contrast, the set of adjectives expressing male gender stereotypes was completed with terms such as "*straight to the point*", "*crystal-clear*", "*down to earth*", "*concrete*", and "*pragmatic*".

The women entrepreneurs who took part in the five group interviews agreed on the existence of the following entrepreneurial features:

- reactivity (80%)
- patience (76%)
- sense of method (75%)
- courage (73%)
- balance (72%)
- receptivity (71%)
- endurance (70%)
- goal-orientation (68%)
- persuasiveness (65%)

The first two terms on the list (reactivity and patience) counterbalance each other as if the male-gendered stereotype embedded in the term "reactivity" needed to be blended with the female-gender stereotype present in the term "patience". The noun "receptivity" is connected to female stereotypes, even though, by selecting it, the interviewees may have attempted to avoid more "loaded" terms such as "intuitiveness" and "visionarism". If we refer to Cioldi's and Buschini's lists of adjectives, we can see that the terms detailed above are not neutral: they carry an essentialist representation of the female entrepreneur, even though they avoid excessive stereotypes. I would even say that the participants performed resignification: in their collective attempt to list the features of an entrepreneur, the participants revealed not so much a concern with political correctness as a skillful and sometimes creative way for discovering terms that are not usual in the world of business (patience, courage, balance), but attendancy for mixing them with terms that had been carefully selected from the business world.

When it came to the task of selecting, out of a list of forty, four pictures that conveyed power, as well as four others from the internet, I noticed the same process of combining new notions with well-identified masculine and feminine values, instead of a spirit of compromise that would have promoted a robot-portrait of the "powerful person". The forty pictures I supplied covered different

aspects of power and legitimacy of power as described by Major (1994) and Kojève (2004). The four most-popular pictures were:

- a picture of a boat sailing triumphantly on a stormy weather (general comments: the power over the elements)
- a picture of the members of a victorious team shaking hands with the members of the losing team (general comments: successful power and fairness; or being a successful fair-player)
- a picture of Juan Carlos of Spain (general comments: power that reconciliates past and future)
- a picture of a person flying with a delta plan (general comments: power as the possibility to explore unknown gifts/talents)

Here are some examples of pictures that were selected from the internet:

Traditional figures of power:

- a picture of Indira Gandhi (general comments: it was the personal power of a woman that led India toward modernity)
- the picture of a broad river (general comments: a metaphor for power as an unbridled stream that brings life)
- the picture of an orchestra conductor (general comments: power for harmony)
- the picture of a crossroad (general comments: power is at the center of everything that moves and changes)

Unexpected figures of power:

- a picture of fireworks (general comments: power as the expression of creative energies in order to inspire admiration)
- the picture of a satellite (general comments: power as the capacity to see everything and connect everybody)
- the picture of a table full of food and drinks (general comments: power as a source of abundance)
- the picture of a Foucault pendulum (general comments: the power of perennity)

This list of pictures reflects the gendered vision that female entrepreneurs who participated in the survey had developed about themselves. In the context of both guided and free choice, the pictures selected to express power were positive and diversified, encompassing male gender stereotypes (royalty and sport), female

gender stereotypes (food on a table), and other images that might refer indirectly to certain gendered fantasies but are in fact the result of a conscious attempt to transform and transgress (or at least undermine) traditional stereotypes that represent power from a gendered perspective. Moreover, the participants enhanced the pictures that they selected with very creative and surprising comments.

The selections I have detailed above include some masculine stereotypes of power, such as the picture of king Juan Carlos and that of a conductor in front of his orchestra.. Feminine stereotypes of power, such as the picture of Indira Gandhi, counterbalance the masculine ones. However, in the pictures mentioned above, power does not seem to be often associated with either charisma or the cult of personality. And yet, interview respondents connected power with images of success and control (the boat in the storm; the winners shaking hands with their adversaries; the river as a natural force that brings fertility and prosperity). More interestingly, in symbols as well as comments, power is frequently represented as a means, not as a goal (it is a path for communication in the pictures of the river, the crossroad, and the satellite; the table full of food is *what brings abundance*). Power is then not a universal or cliché notion, but a situated value that contributes to the discovery of other qualities: two groups of interviewees said, for example, that the picture of a person flying with a delta plan represented *power as the possibility to explore unknown gifts/talents* (the ability to fly). In these representations, power does not celebrate an accomplished and fixed identity (that could be a model for others) but is an attribute of persons who are driven to go further in fulfilling and enriching themselves. At the same time, this kind of exploration is carefully watched. The risks of excesses resulting from competition with others (and oneself) are hinted at through the picture of the two rival teams shaking hands (3 groups out of five selected it!).

2. Results of the individual Interviews

First, I will analyze the general characteristics of the twenty narratives of women entrepreneurs shared in connection with their entrepreneurial trajectory. I will do so by addressing five main questions, as discussed in Fludernik (1996) and Cohn (1996):

-Are there any similarities among the main-components of the narratives of these women entrepreneurs' trajectories?

-What are the relationships that exist between the different components of their narratives?

- How consistent are these narratives? [what are *the action units that form the 'plot' and arrange a stream of events into a trajectory of themes, motives, and plot lines* (story narratology)?]

-What are the stylistic choices that determine the shape of these narratives (discourse narratology)?

- What are the pragmatic features that contextualize these narratives within the social and cultural framework of a narrative act (discourse narratology)?

Next, I will analyze whether gender stereotypes structure these narratives, and I will examine the degree of homogeneity of their intentions toward their addressees when they narrate their entrepreneurial trajectories. More specifically, I will observe the gender stereotypes that the interviewee may negotiate with their addressees when they narrate their entrepreneurial lives.

I noticed the following similarities among the twenty narratives:

- there was no mention of an episode when the narrator made the decision (and questioned her decision by herself or with someone else) to become an entrepreneur: for all interviewees it came about either by accident or by chance;
- at the beginning of their stories, most interviewees convey very ambivalent feelings as regards various growth strategies : many narrators acknowledge that they could have developed early strategies of growth in order to sell, but that they have not done so (they neither regret this nor do they formulate any clear refusal to sell their companies)--this may be a skillful way to avoid the subject
- the future of the enterprise is rarely envisioned in the narratives;
- frequently, when there is a crisis in the trajectory, there is a quick mention of people who could have helped but the focus remains on the narrator's reactivity, dynamism, astuteness, etc.;
- similarly, competitors and important clients are quickly mentioned without any further details about possible meetings, confrontations, strategies, etc.;
- a more important focus is given to employees, who are viewed as those who help renew, challenge, and enrich the choices of the boss: there are frequent analogies between the experiences of the boss and those of

- the employees; mise en abyme of the reactions of the employees that reflect the questions of the boss;
- the narratives are very linear—no stories within stories, no digressions, etc.;⁶
 - the style is frequently sarcastic - especially when they describe some of their actions, decisions, plans; in contrast, there is no irony when they mention results or figures;
 - contextualizing the narrative within the social and local environment is very important; the interviewees frequently refer to the help and advice they have received and still receive from many local associations, groups of friends, alumni etc. (but they do not mention them when they describe themselves taking an important decision).

On one hand, some aspects of the narratives reveal that they are nurtured by gender stereotypes. In the management literature, the female entrepreneur is frequently depicted as a lonely decision-maker surrounded by her team (family, copies of herself; a Greek choir) who is involved in local life, but also makes decisions at a certain distance from this framework (Haynes & Helmes, 2000). Moreover, husbands and children are mentioned only incidentally. The narratives implicitly promote the figure of the lonely 'warrior' (participants used many metaphors borrowed from the military field), who has to fulfill herself (Gilmore, 1990; Axelrod, 2001). At the same time, the enterprise is described as a "lonely" kingdom: for example, the development of the enterprise seems to take place in an inner-space that avoids a too-direct approach to the future. This may be a way to circumvent the temptation of following in the steps of masculine business hegemony. However, this may also glorify a form of patriarchal (or matriarchal) vision of the enterprise. The stress on words such as *lasting* (*durer perdurer*), *nurturing the activity*, securing the permanence of the activity (*assurer la permanence de l'activité*) support this interpretation.

On the other hand, some other aspects of these narratives reveal that the interviewees intentionally try to undermine the impact of gender stereotypes. They show a clear sense of irony when talking about themselves: all of them, at various points of their narrations, became self-conscious and uncomfortable with the role of the heroic/central character, and attempted to moderate that position with stories about their ridiculous habits, absurd mistakes, and their excessive need for control over reality. They repeatedly and amusingly commented on their wanderings into useless details and the difficulty to have a clear overview on what they had decided and achieved so far. They also made efforts not to impose their points of view; when they discussed the activities of their

companies, they regularly described the action or event according to the boss' and employees' points of view, with several extra references to the accountant's advice or remarks. I also noted that their matriarchal vision of their evolution was counterbalanced by a language that did not indulge in any paternalist/maternalist discourse when they discussed their employees.

The vast majority of the interviewees said that they usually mentioned some aspects of their entrepreneurial trajectories both to their peers and to their employees. An important proportion stressed that this took place:

- either in public and collective circumstances when they were with their peers or;
- in one-on-one interaction, but still in public circumstances, when they interacted with one or two collaborators.

The vast majority noted that they were not very keen on talking about their entrepreneurial trajectory in private circumstances (with family and friends), except in cases when they were clearly asked to talk about it. Some of them even noted that when they gave advice to friends and family who wanted to launch ventures they would use some of their own entrepreneurial experience without mentioning that they were theirs, but rather referring to them as casual situations that anyone could go through. There is a certain degree of shame/reluctance in referring to their own entrepreneurial experience, and this feeling seems to be more acute in private than in public circumstances.

With their peers, they talk in collective circumstances about their entrepreneurial trajectory in order to:

- find similarities between themselves and their addressees and develop strong bonds that could be useful to their business and perhaps even to launch a new business together (verbatim);
- find differences between themselves and their addressees and understand the specificities of their sector, the opportunities they have to develop, their enterprise, their style of management. etc.;
- evaluate, through comparisons, what they have accomplished and what can still be accomplished;
- analyze specific situations and find answers when they have to solve a problem.

When they have exchanges with their peers about their professional experience, they clearly say that they actively attempt to:

- develop their business (in nurturing strong contacts: *"Talking about your entrepreneurial trajectory create stronger bonds than any other discussion; however, it does not happen so frequently; you only talk*

- about your professional experience when there is already something strong in your interaction with your peer, and that is maybe a pity; we should talk more about what we have done, of course, with all the respect due to a proper interaction");*
- *but also to "de-center" themselves from their professional position that forces them to always be a sort of center with all the pressure it involves ("you know, it is good to see that there are others in their sectors who do the same thing as you, that you are not unique; in the day-to-day activity, employees do not make you feel unique, but if you do not meet your peers, you end up thinking that you are unique..."; "after having talked with some of my peers, I returned to work and said to myself, what would you do if you were her, now? and right then, I stopped freaking out or hurrying to make a decision; the pressure that I had felt before meeting this woman went away and I managed to make a decision more calmly")*

Very interestingly, it seems that women entrepreneurs' contact with their peers does not result in any glorification of the stereotypes of the strong/weak female entrepreneur: they measure and, thus, ponder the effects of gendered norms – ex: the impression of uniqueness when you are a female business owner -- as what can reinforce gender stereotypes and norms in general. They expect to be "de-centred" from their role that involves not only a lot of pressure, but also a lot of clichés and wrong messages that they cannot manage to control/eliminate after a certain period of time spent at work. If the intentions of the participants are to find similarities, differences, look for comparisons, and analyze specific situations during contacts with peers, narratives about some aspects of the entrepreneurial trajectory dematerialize the heroic figure of the lonely entrepreneur. Many interviewees stressed that focusing on with such goals required high-quality interactions between peers, because very frequently the entrepreneurial trajectory narrative may also result in the celebration of gendered clichés. They emphasize that it is important to know what exactly they are looking for when they talk about their professional experience; some of the interviewees added that, in order to improve interactions between entrepreneurs, it may be worth going beyond honing one's own marketing strategy by taking an interest in what this "vocation" may mean from a specifically female point of view and maybe exploring the possible effects of this vocation. At that moment of the study, many interviewees expressed concern about a macho type of discourse according to which female entrepreneurs did not interact properly with others: they stressed that they wanted to avoid being this kind of person, but that

they also refused to fall into the eternal trap of feeling guilty because they may betray their femininity while engaging on the course of an entrepreneurial career.

As far as interaction with their employees is concerned, the majority of interviewees stated that they preferred to talk about their entrepreneurial trajectory in one-on-one circumstances, in order to:

- explain to employees the infusion of new capital into the enterprise (as this means more responsibilities for everybody, they think that it is important to recount everything that they have contributed to the company's present level);
- re-centre a debate on development strategies for the firm (especially when discussions about product/service innovation are blocked, they used to describe for their employees how they have detected their first business opportunity);
- prepare a commercial strategy to convince new clients (once again, according to the interviewees, it is important to think about the development of the firm through the prism of their own past achievements)
- assign more responsibilities to an employee (many interviewees said that when they promoted their employees, they wanted to motivate them by involving them more with the story of the enterprise; they usually disclose some episodes about the early beginnings, the difficulties that they have successfully overcome, etc.)
- keep a good employee (it is worth showing to an employee who feels tempted to leave that the company has a history that lies on the shoulders of individuals, i.e., the boss and her employees.)

IV. Discussion

1. Group interviews

The female entrepreneurs who were interviewed showed that, although they attempt to control gender and gendered norms in their representations, they play with their effects. As they measure the gap between the perceived norms and their actualization, perceptions of themselves and others in different contexts of authority result in challenging perception of the gendered norms and the normative framework. Moreover, an important proportion of the interviewees locate their entrepreneurial initiatives in the discrepancies between perceived

and effective norms. Here we can see that, even though authority – the perceived control of norms --- is clearly perceived as repressive by the majority of interviewees, they develop a very original labour on gendered norm. Yet we should keep in mind that, in the discrepancies between the representations of the gendered framework in the context of entrepreneurship and the perception of gender and its characteristics, female business-owners experience clear conflicts in their attempt, on the one hand, to comply with norms and, on the other, to determine whether gender is either a fixed or a mutable norm.

The interviewees' vision of themselves as entrepreneurs was positive and generally undermined the usual clichés that accompany that image in the representations of power. At the same time, the interviewees emphasized that their clients, collaborators, and partners expected them to develop a very neutral profile as entrepreneurs--neither too feminine nor too masculine. They enjoyed this form of status-quo, but they also stressed that:

- they enjoyed decent interactions with men and women in and out of their companies;
- they had to prove themselves to any new person they met and worked with (partners/clients); immediate trust and support from others (both male and female) rarely happened, except in certain networks of entrepreneurs;
- because of their neutral profile, a vast majority of those who liked to work with them *'appreciated that they neither manipulated nor instrumentalized others'*;
- they point out that they might be trapped into a persona with limited rhetorical impact on others (both male and female), especially in situations of negotiation;
- they stress that they might be restrained in their wish to experiment with non-neutral forms of interaction (playing with masculine and feminine clichés, for example), and especially in their attempts to demand more creativity from their collaborators;
- they mention that they might develop very masculine or feminine identities in their private lives, in order to compensate for their efforts to keep a neutral profile at work.

The results of the study reveal that women business-owners develop a clear criticism of this neutral approach to gender at work. In doing so, they see that the neutral approach to gender endows an advantage to masculine norms among business owners. However, their criticism does not only address the

unfair treatment of the feminine paradigm; it also addresses a more transversal issue, that is, the perception of the nature of the norm: in that context, their criticism digs out that the neutral approach to gender is embedded in a perception of gendered norms as fixed notions, that is a set of non-mutable, universal, and natural notions. In other words, the neutral approach to gender at work naturalizes and imposes a situated representation of gender that corresponds with a specific historical moment in the business world. More generally, the neutral approach prevents individuals' perceptions of perceptions of norms that is the possibility to discuss the nature of norms (Kojève, 2004).

Surprisingly, from their collaborators interviewees expected in return the same neutral qualities (logical, analytical, dynamic, self-confident, cultivated), and they made their recruitments according to those expectations. However, we can see that, at the same time, they deconstruct this appraisal for neutral values. For example, the vast majority of participants stressed the importance of "receptivity" and "reactivity" as the essential qualities of an employee. An important proportion said that they would never criticize any of their employees for appearing too macho or too feminine in specific situations. A few interviewees regretted not having confronted those who had exaggerated their gender-specific reactions in certain situations. A small proportion said that they had done exactly that, and as a result had developed a very interesting system of interaction that helped to reinforce synergy with their employees.

There are significant contrasts between the interviewees' vision of themselves and their image of others in their work environment. As far as gender is concerned, the interviewees' vision of themselves articulates contrasts, clichés, and creative representations that are very vivid, especially when they have to deal with the notion of power. It demonstrates that female business-owners also positively hypothesize that gender is a mutable, constructed and even performed notion.

Numerous participants in this survey said that--as entrepreneurs--they do not wish to develop a feminist discourse in relation to gender and their entrepreneurial evolution; they were afraid that a feminist approach would paralyze their constant efforts of not becoming a gender cliché.

I do not know if the fact of being an entrepreneur changes my way of being a woman, or my femininity... I have the feeling that at work, I constantly try to reduce the proliferation of male and female clichés; in doing so, I often create new clichés and other ways to be a man or a woman. As an entrepreneur, since the beginning, I have felt the need to question all the feminine things that I could do, wearing lipstick or not, shake hands or kisses, etc... I do not see anything interesting for me in the feminist discourse: being and becoming a woman is a

daily adventure; there is already so much to do in order to avoid becoming the living cliché of the woman of action; a political discourse would only reinforce the feminine imageries that I am trying to abolish

More generally, we can say that the neutral profile that they choose to develop at work -- neither too masculine nor too feminine -- can only be achieved through some form of constant stage performance. This performance may very well be interpreted as a form of violence experienced by women who take up professions that are traditionally considered masculine. This violence restrains their power of expression and interaction with others and with institutions. In that context, they interpret gendered norm as a gilded cage in which they have learned to play with both masculine and feminine paradigms. However, it may also be a performative *parti-pris* for keeping a personal (intimate) flexibility in gender exploration and articulation and in undermining gendered clichés, symbols, and semiotics. In that case, their ambiguity -- and even their neutral attitudes -- enables them to address (continuously) the question of the nature of gendered norms in a business world that imposes a naturalized approach to gender and a perception of gendered norms as fixed norms.

The discussion of individual interviews developed below will give us more insights into the personal involvement of female entrepreneurs in gender construction and its rhetoric.

2. Individual interviews

For a majority of interviewees, the narratives of their entrepreneurial trajectory hint at their success in articulating masculine and feminine norms, attitudes and networks without promoting a neutral and naturalized approach to gender. However, many participants stressed that the impact of gender was neutral. In other words, they did not perceive gender as a leverage to change norms and the normative frameworks. On the contrary, even though they define gendered norms as mutable, they described them, at the same time, as a tool to re-empower masculine and traditional norms and heroic representations of their own performances.

According to the individual interviews, there is a clear contrast between the ways in which entrepreneurial trajectory narratives are used by female entrepreneurs when they interact with their peers and their employees. With the former, they want to keep a certain distance from their central role as a boss; with the latter, they completely adopt the masculine way of performing authority, which only delivers positive images of the person endowed with authority. In

their attempt to keep distance with their central role of business owner, we can see that they seek to measure the impact of the labour of gender.

With their employees, the majority of interviewees have stressed that they used personal narratives of their entrepreneurial trajectories in positive situations of hegemonic development (of the company/of the employees). Apparently, there is no mention of the boss's entrepreneurial trajectory when she either fires an employee, or has to face a budget reduction or the loss of certain clients. None of the interviewees mentioned the possibility that talking about their entrepreneurial trajectory in such circumstances might help examine good and bad practices and discover creative solutions. We may conclude that, when interacting with their employees, the interviewees' narratives of their own entrepreneurial trajectory supports a heroic vision of the enterprise, in which there is a strategy to prevent either images or situations that may stimulate the change of norms and the emergence of new normative frameworks. In that case, the boss only assumes the best aspects of her trajectory in front of her employees. This hints to a difficulty in disclosing what may be interpreted by the interviewees as "weaknesses" in front of their employees. This also hints at the participants' attempt to use their gendered approach of entrepreneurship as a leverage not only to control norms but also to neutralize the possible mutability of the norms that characterize their working environment. In other words, when the majority of female entrepreneurs said that authority was a non-creative notion, they meant that authority was a dissatisfying process to control norms because they were frequently tempted to enact it as a radical process that imposed a perception of norms as non-negotiable and non-mutable. However, because of their consciousness of the risks that they might take in freezing norms when they develop authority, they were keen on demonstrating (when they talked about themselves) that their approach of the gendered norm in entrepreneurship was very nuanced (and therefore) source of mutability and may be a potential leverage to transform the configuration of norms specific to their working environment that is not frequently enacted.

Conclusion

The results of the study reveal that, for female business-owners, their approach of gendered norms contains two types of tension:

- A first type of tension that explores the nature of gendered norms that may appear either fixed when they address their employees or mutable when they describe themselves or address their peers
- A second type of tension that explores the impact of gendered norms that may be either a source of normative immobility – especially in the professional environment -- or a source of normative transformation – when they analyze their entrepreneurial trajectory

Concerning the first type of tension, the group surveys show that women business-owners experience discrepancies, rather than gaps, in the enactment of gender as a norm. The interviewees' self-image actively articulates contrasts, clichés, and creative representations that are very vivid, especially when they have to deal with the notion of power. By contrast, in front of their collaborators, clients, and partners, they control and restrict their image to the neutral profile of a very competent a-sexual entrepreneur. They expect their employees to act similarly.

Concerning the second type of tension, the individual surveys show that women business-owners have an ambiguous approach to the impact of the gendered norms as they enact them in their practice of management and the pursuit of their professional goals. When they recount their personal entrepreneurial trajectory, they support clear gender stereotypes and undermine some others at the same time. This binarity of purpose has a series of consequences:

- they are very reluctant to unveil aspects of their entrepreneurial trajectories to friends and family;
- when they have exchanges with their peers about their professional evolution, they tend to distance themselves from the central/heroic (masculine) role of the entrepreneur that they are normally obliged to adopt;
- They share their entrepreneurial experience with their employees when they have to fuel some major projects that actively involve the employees' participation; the entrepreneurial narrative is, then, not a real space for interaction but rather an instrument for exercising authority.

These discrepancies hint at the difficulty for women business-owners to address the question of the nature and the impact of gendered norms and, more generally, the specific fear of seeing a proliferation of gendered norms in the business world (Collinson & Hearn, 1996).

These results have a set of implications:

- In the French female business-owners' discourse, we have seen that gender is either enacted as a norm or as a catalyst for the change (or the conservation) of norms
- Gender studies in the realm of management and entrepreneurship studies should be more focused on the processes that are supposed to control norms – such as authority and also leadership; moreover, they should correlate the studies concerning the management of norms with the different studies concerning entrepreneurial and managerial decisions and their operationalizations
- In the case of French female business-owners, we have seen that authority, for example, does not only translate the images of power into expressions of authority (Sennet's definition, 1981); on the contrary, it restrains their proliferation and contributes to projecting oneself (and the others, particularly the employees) into a "growing future". As a matter of fact, the majority of the interviewees directly or indirectly expressed anguish toward growth as a form of proliferating images, possibilities, actions, and actors. However, the proliferation of norms supports diversity and innovation; thus, it supports growth (Warner, 2005). Further studies should examine what type of authority may help them regulate the various forms of (normative) proliferation that result in growth, without having to renounce it.
- Women at work and in position of power should not be only described as torn between two gendered paradigms; scholars should examine how working conditions may allow them to address two set of issues that may let them perform gender and redesign the normative framework: the nature of gender and the impact of gender. The possibility of addressing these two levels of issues may be a catalyst for women and sexual minorities at work that help them either to transcend or to displace the stigmas that male heterosexual and Western culture impose on them (Warner, 2005). The exploration of the conditions of possibilities for the organizations and their top-leaders to address the nature and the impact of gendered norms could guide trainers and consultants in their support of women in position of leadership

Notes

¹ See Butler's analysis of Jacqueline Roses's interpretation of Lacan's notion of law in *Trouble dans le Genre* 143—check the paranthesis

² See F. Lorenzi and F. Buschini, "l'Autre Essentialisé", *L'autre, Regards Psychosociaux*, Margarita Sanchez-Mazas and Laurent Licata (Eds.), Grenoble: PUG, 2005 : 289-92.

³ See Hollway, W. and Jefferson, T., *Doing Qualitative Research Differently: Free Association, Narrative and the Interview Method*, London, Sage, 2000; see also Blanchet A.. (1991). *Dire et faire dire: l'entretien*, Paris: A. Colin

⁴ See, for example, what Deborah Cameron suggests about the performative dimension of strategies to create trust or respect in Cameron D. (1997). *The Language-Gender Interface: Challenging Co-Optation*. In Victoria L. Bergvall, Janet M. Bing, and Alice F. Freed (Eds.), *Rethinking Language and Gender Research: Theory and Practice*. London: Longman: 31-49.

⁵ Prominent civil servants in the French administration

⁶ The hypo-narratives inhibit the continuation of the matrix narrative, often creating an effect of heightened suspense.

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Constraints on Female Entrepreneurship in Northern Cyprus

Karen Howells^{*}
European University of Lefke

Branka Krivokapic-Skoko^{**}
Charles Sturt University

Abstract

Cultural and social norms play an important part in the nascent entrepreneur's initial analysis of deciding on which business sector and business type they would like to create. North Cyprus has a unique patriarchal culture where gender segregation is still a part of modern life, yet outwardly the culture appear to be like any other European nation. The main purpose of the research study was to identify if female entrepreneurs in the region have reduced business sector choices within the patriarchal society. This is the first time that entrepreneurship research of this kind has been undertaken in Cyprus.

A mixed methodology was chosen to capture data, as it was essential to understand the variety of female entrepreneurship in North Cyprus, as well as understanding some of the female entrepreneurs' problems in depth. A questionnaire was administered to one thousand entrepreneurs, using the block sampling with the drop and collect methodology, which reveals the variety and magnitude of entrepreneurship, both male and female, in North Cyprus. The qualitative analysis included thirty in-depth interviews with both male and female entrepreneurs, to find out their specific problems in their difficult economic climate, and their previous experience of entrepreneurship, and some insight into the motivation for this entrepreneurship, for both men and women, and in their relations with each other.

^{*} Dr.Karen Howells, Department of Computer Engineering, Faculty of Architecture and Engineering, European University of Lefke, Lefke - North Cyprus. E-mail: khowells@eul.edu.tr

^{**} Dr Branka Krivolapic Skoko, Charles Sturt University, Faculty of Business School of Marketing and Management, Bathurst-Australia. E-mail: bkrivokapic@csu.edu.au

The results of the study have revealed that female entrepreneur in North Cyprus have much in common with their Western counterparts, yet they are more restricted in terms of business sector choice. The pull factor is much more important for Turkish Cypriot female entrepreneurs, motivating them into a career of entrepreneurship. They do not have the financial constraints of Western female entrepreneurs, and are heavily supported, both financially and logistically, by their families.

The implication of this research is that female entrepreneurship in North Cyprus, while sharing some similarities with Western female entrepreneurship, also has their own unique perspective of entrepreneurship, which has arisen as a consequence of the severely patriarchal society the entrepreneurs belong to. This research will consequently make a significant contribution to the understanding of female entrepreneurship in strongly patriarchal communities where gender segregation is still practised, and other regions where the patriarchal system is socially very strong.

Key words: *female entrepreneurship, business sector choice, gender issues, Northern Cyprus*

Introduction

Female entrepreneurship as a topic of research in entrepreneurship has developed over the past twenty years. Within this area, many researchers have singled out the problems of female entrepreneurs as being of some importance in understanding female entrepreneurship. The researches in this field have been mainly confined to the developed Western countries of the USA and Europe, but recently academic research has also included the problems of female entrepreneurs in Turkey (Hisrich & Ozturk, 1999; Ufuk & Ozgen, 2001; Ozen Kutanis & Bayraktaroglu, 2003) and in some Middle Eastern countries (Dana, 1999, Esim & Kuttub, 2001; McElwee & Al-Riyami, 2003).

The body of literature on female entrepreneurship, therefore, has attempted to define the distinct problems and day-to-day realities of business operations by these women business owners. In addition to the problems of their Western counterparts, one would assume that women living in countries with powerful patriarchal values have even more obstacles and difficulties to overcome. This is indeed true of the Turkish Republic of Northern Cyprus, a sparsely populated piece of the island of Cyprus, where the Turkish Cypriots live isolated from the rest of the world due to economic embargoes, and political non-recognition. Although a secular state, in common with Turkey, most of the population is

Muslim, this endows the culture and society with strong patriarchal values. In addition to this, the culture also descends from many years of British colonial rule, and from living with their Greek Orthodox neighbors, giving the region uniquely multiple patriarchal values.

Perhaps because of its isolation since 1974, there are many unique and strong social norms in the region. Whether originating from Mediterranean roots, or Islamic roots (or probably both), the people of the region practice gender segregation. It is not a situation upheld by law (such as in Saudi Arabia), and women, in general, do not practice the wearing of the headscarf. However, in social situations, men and women do not mix.

Patriarchal values plus gender segregation make up a different social context for female entrepreneurs of the region, and these women need to adhere to these strong social norms and traditions to survive in this society (Bolayır & Kelami, 2004; Cockburn, 2004; Erönen, 1999; Hadjipavlou, 2004; Peristany, 1966; Thompson, 2005). Therefore, this paper attempts to acquaint the reader with the notion of female entrepreneurship within these unique social and economic constraints, and to identify how these factors affect the male and female entrepreneur in the selection of her enterprise's business sector.

Overview

This aim of this paper is to present recent research findings, which for the first time analyse the amount and variety of female entrepreneurship in the Turkish Republic of Northern Cyprus, as well as detailing the motivations of these entrepreneurs, and some of the patriarchal constraints placed upon Turkish Cypriot female entrepreneurs in the region.

This paper will first abridge the literature available on gender issues in female entrepreneurship, followed by highlighting some recent literature on the factors of motivation in female entrepreneurship in a Western context. The perceived barriers to female entrepreneurship, again from a Western perspective, are discussed next. Very little research has been done on the business sector choices for female entrepreneurs, and this is also covered.

In order to understand Turkish Cypriot female entrepreneurship within its own context, a summary of the background history of Turkish Cypriots is introduced, following by an appraisal of the severe economic climate of the region, mainly caused by its *de facto* status, and international embargoes. The cultural and social norms are discussed, as the strongly patriarchal Turkish Cypriot community has a wide impact on the working lives of women, including those

women who seek to be entrepreneurs. A short summary of what is currently known about the entrepreneurs of North Cyprus is given, together with an appraisal of the additional difficulties facing the Turkish Cypriot female entrepreneur compared to her Western counterparts.

The methodology of the research study is given, highlighting the mixed methods used in the collection of data. The typical Turkish Cypriot entrepreneur is addressed, generalized from the demographic data of the research study. The business sectors found in the TRNC through the research study are discussed in depth, as they are not similar to those found in a developed Western nation but much more restrictive. Also, the factors given for both *pull* and *push* entrepreneurship in the region are detailed, as they do not correlate to the factors found in the body of literature. Motivation in the Turkish Cypriot entrepreneur also differs markedly from the Western notion of motivation in entrepreneurship, and these are discussed. The paper finishes by analyzing the business sector choices of the female entrepreneur, including the social constrictions found in the community that impact on the business sector choice of the female entrepreneur.

Cultural and Social Norms in Entrepreneurship

Low levels of female entrepreneurship must be understood in the context of the barriers women face in starting and growing their businesses. Researchers have found differences for women in business with regards to accessing finance (Buttner & Rosen, 1998; Orhan 2001), and with gaining information and creating networks (Renzulli et al., 2000). These difficulties also have a gender-specific dimension because of the influence of past and current social and cultural norms and the structural inequalities created by these norms. Such inequalities not only intensify the effects of existing barriers on women, but also create additional, gender-specific barriers.

Gender Issues in Entrepreneurship

In line with increases in entrepreneurship research, there has been an increase in the research on the nascent entrepreneur, including academic research on the business formation process (Lawrence & Hamilton, 1997), and on the push factors and pull factors involved in attracting the nascent entrepreneur into a

business sector (Cromie, 1987; Mehmet & Tahiroğlu, 2000; Noorderhaven et al., 2002; Orhan & Scott, 2001).

The identity and profile of the nascent entrepreneur has been the focus of some research, (Kruegar & Brazeal, 1994), while others have tried to encapsulate the essence of why a person selects “entrepreneurship” as a career (Douglas & Shepherd, 2002), and in particular why a woman would choose entrepreneurship as career path (Orhan & Scott, 2001).

Within this framework, Mueller (2004) has attempted to find gender differences in the potential for entrepreneurship, with comparisons of male and female entrepreneurs throughout 17 countries. Other researchers have focused on the differences in between male and female entrepreneurs in the business formation process (Ljunggren & Kolvereid, 1996), in particular the motivations of female entrepreneurs (Buttner & Moore, 1997; Cromie, 1987; Orhan & Scott, 2001). The management style of female entrepreneurs has also been a research topic (Buttner, 2001).

Within all the above academic research, it is evident that the choices of a nascent entrepreneur about the business sector in which to create a new enterprise are bound by the social norms and the culture of the society in which they live.

Motivations for Female Entrepreneurs

Although entrepreneurship research is a well-established academic area of research, dating back to Schumpeter in the 1930s, the female role of entrepreneur was ignored until the 1980s, where research in the USA and Europe began to develop (Carter et al., 2001) The early female entrepreneur’s work creating businesses with catering or laundry were seen as extensions of a woman’s domestic duties. However, it is important that all enterprises are included in any research to give a fuller picture of reality. Even today, many female enterprises have developed from a woman’s experiences as a wife and homemaker, such as child minder services, personal shopping, party organizing, or catering in general (Birley, 1989).

Unfortunately, much of the recent research in female entrepreneurship continues in the genre of trying to explain ‘women in business’ as a very unusual phenomenon, and compares the female enterprise builder to the “norm” of male entrepreneurship. More recently Western research has developed the notion of the “Glass Ceiling”, a quasi-barrier that prevents women from reaching the higher echelons of management within an organization. Some research on

female entrepreneurship has tried to account for the women's' move from paid careers to entrepreneurship as an escape from this said Glass Ceiling (Mukhtar, 1998; Shonesy & Gulbro, 2000; Sonfield et al., 2001; Lerner & Almor, 2002; Mattis, 2004). Carter et al. (2001) dismisses this factor, reasoning that there is insufficient evidence to show the move from a career to starting up your own enterprise is solely because of the glass ceiling effect. Orhan and Scott (2001) rightly point out that there are many other reasons why women decide to become entrepreneurs. Some of the motivations for female individuals becoming entrepreneurs have been described as "rejecting male-imposed identities" (Birley, 1989), such as the need to be flexible in work and family life (Brush, 1992; Shonesy & Gulbro, 2000; Gundry et al., 2002; Mattis, 2004) Whether, being an entrepreneur is "liberating" for women or whether it is just another form of subordination in an exploitive capitalist system is being investigated by a number of researchers (Rosa & Hamilton, 1994; Mukhtar, 1998; Hurley, 1999; Bruni et al., 2004).

Initially, Cromie (1987) proposes that women are dissatisfied with their career progression, and wish to have a role where they have flexibility to be able to perform as a worker and as a mother. Later, Lawrence and Hamilton (1997) also poses the push factors of career dissatisfaction and unemployment, but include the pull factors of the rewards of self-employment such as autonomy and independence, plus achievement and the desire to exploit a market opportunity. From all the push and pull factors identified by Lawrence and Hamilton (1997) in a twenty year longitudinal study of female entrepreneurs in New Zealand, they discovered that the main reason women started a business was, and remains, to exploit a commercial opportunity. The second and third most important pull factors were founder independence and creation of wealth respectively (Lawrence & Hamilton, 1997).

In the same year the research team of Buttner and Moore (1997) also reported that pull factors are more important to the female entrepreneur, particularly where there were gender barriers to their career progression in regular employment. Buttner and Moore (1997) calculated that the highest pull factor was "seeking challenge", followed by self-determination. In contrast, Batory and Batory (1997) in the same time frame reported that "women are motivated by the same need for money and desire" as men.

In Canada, research on female entrepreneurs in the region found that the top three reasons for women becoming entrepreneurs was the desire for independence, involvement in a family business and the lack of available work (Hughes, 2003). More recent research by Mattis (2004) suggests that flexibility is still the most important aspect to female entrepreneurs in their decision to

become a business owner, with the female entrepreneur expecting the flexibility to help in their child care arrangements. Mattis (2004) reveals that these female entrepreneurs are not looking for reduced hours in their working week, but for more control over the hours that they do work. Interestingly, Winn (2004) in a study of female entrepreneurs in the same year in the USA discovered that most of the women in her study believe that business ownership is not compatible with raising a family.

There does not seem to be a consensus of opinion in the past twenty years of researching the motivation for women to become entrepreneurs, and it may be acceptable to think that in each region of the world, differing economic conditions, different perceptions of the acceptability of entrepreneurship as a career, differing levels of education, the glass ceiling, and the promotion of the idea of women as entrepreneurs will all have an effect on the motivation of a woman to seek out entrepreneurship as a career.

The Perceived Problems of Female Entrepreneurs

Possibly the first research into the particular problems of female entrepreneurs was in 1982 by Pellegrino and Reece (1982) in the USA. They were persuaded to undertake this topic of research as they had read many unsubstantiated reports at those times stating that starting and operating a new business was more difficult for women than for men. The perceived notion at this time was that women encountered more obstacles than men in the formation and day-to-day running of the business, that they faced more risk in terms of finance and economics, and that they would have problems culturally and socially (Pellegrino & Reece, 1982). Their conclusion was that there was not large evidence to point to greater difficulties for female entrepreneurs, but they did reveal some operational problems faced by some women with regards to record keeping, financial management, and advertising (Pellegrino & Reece, 1982). The financial aspect was determined to be a real life problem, as some of the female entrepreneurs they interviewed cited problems with obtaining finance to start and operate their enterprise (Pellegrino & Reece, 1982).

The work/home conflict, or the problems of female entrepreneurs trying to balance their roles of entrepreneur with homemaker, wife and mother, has more recently come to the fore as a research topic. This area first emerged in studies of the inter-role conflict associated with all working women (Greenhaus & Beutell, 1985), to be followed by specific research into the work/home conflict of

female entrepreneurs (Neider, 1987; Stoner et al., 1990; Coleman, 2002; Affholder & Box, 2004).

Neider (1997, p.23) in Florida, studied the particular barriers experienced by female entrepreneurs, and at that time three significant problems were noted, namely: "a lack of role models, difficulty in recruiting male employees, and tension between personal lives and career pursuits". In her own research, Neider (1987) found that a large proportion of the women had been prompted to start an enterprise by some personal crises. Others wanted personal satisfaction. Not one respondent declared that they started the business for financial gain. The particular problems found by Neider (1987, p.27) were that female entrepreneurs had difficulty in delegating their work, and the tension between their personal lives and careers. Some of the older women in the study felt they had "sacrificed a lot" in order to build up their companies, even experiencing guilt due to neglecting their children. Most of the female entrepreneurs complained that their lives were a "juggling act" between marriage, family, children, and careers.

For female entrepreneurs, the tension between their career and their personal lives could be said to be higher than other working women, as their role as an entrepreneur is so engrossing. Areas of conflict include time pressures on female entrepreneurs, as the more time they spend on their businesses the less time is free for their family role. The size of the female entrepreneur's family also is a major factor in the work/home conflict, as larger families or younger children will need much more support than a small family or older children. The amount of support from the surrounding extended family is also another factor in the amount of conflict experienced by the female entrepreneur. Supportive spouses can relieve conflict, as can home and family help from mothers and mothers-in-law. Stoner et al., (1990, p.36) concluded that female entrepreneurs experience significant conflict between their work and home roles, mainly tiredness, and that their business did not allow them free time for personal interests or even relaxation. However, they also point out that the work/home conflict is associated with the level of business satisfaction and the perceived success of the business, which could reduce the level of the conflict (Stoner et al., 1990, p.38). More recent research suggests that many female entrepreneurs are constrained by the very types of businesses that they create (Coleman, 2002). Female owned firms tend to be of small size, with limited prospects of growth and profitability, and may have problems in finding collateral in order to gain finance from a bank or other source (Coleman, 2002).

Newer research suggests that obstacles to female entrepreneurs have decreased, but female entrepreneurs still have many challenges to overcome

concerning gathering information, training and acquiring finance (Affholder & Box, 2004).

The Selection of Business Sector

Focusing on the actual enterprise choices available to women, the business sector chosen by female entrepreneurs appears to be determined by the sector that they envisage has the least obstacles to success, or the 'easiest'. The most popular sectors are those with low technical barriers such as garment construction or retailing (Carter et al., 2001), those that have a low threshold of technical expertise, those that are found to have low start up costs, and those where little experience of management is needed (Brush, 1992). However, Carter et al., (2001) continue that there is not a perceived conscious desire to set up a business that is essentially and uniquely *female* in orientation, but simply to get going with a business that is easy to set up. Birley (1989) adds that the business sector choice is also influenced by how flexible the working hours of that business are perceived to be. It may also be considered that some female entrepreneurs deliberately seek out business sectors where they feel that they would not be in competition with male entrepreneurs. One research team has noted that female entrepreneurs are more likely to choose a business sector where the female entrepreneur herself feels there is a greater expectation of success, even though the financial returns may not be as high as other possible business sectors (Davis & Long, 1999). In the USA, the prevalence of female entrepreneurs to select a business sector in a low-level service industry has given them the name "Pink Collar Workers" (Bachrach Ehlers & Main, 1998).

In a three year study of both male and female entrepreneurs in the UK it was discovered that whatever the business sector chosen by the entrepreneur, women were far more likely to start that business from scratch, whereas men were more likely to have inherited a business from their father (Rosa & Hamilton, 1994). This study confirms the notion of the Western family business being passed on patrilineally.

North Cyprus: An Introduction

To understand the context within which the Turkish Cypriot female entrepreneur operates, it is important to understand some of the recent history of the Turkish

Cypriot community, and to understand their predicament both politically and economically.

The Turkish Cypriot culture has evolved from mainland Turkish culture, yet it can be viewed as a colourful blend between Western and Eastern cultures. Cyprus itself has a colourful past, with control of the island passing between Hittites, Egyptians, Assyrians, Persians, the heirs of Alexander the Great, the Roman Empire, the Byzantine Empire, Richard the Lionheart (King Richard I of England), the Knights Templar, Frankish Lusignan dynasty, Venetians, the Ottoman Empire, the British Empire, through to independence from Britain in 1960 (North Cyprus, 2003).

The Turkish Cypriot population is mainly derived from a settling of mainland Turks following the Ottoman conquest of Cyprus in 1571. It is believed that some 5,720 households left Turkey from the Karaman, İçel, Yozgat, Alanya, Antalya and Aydin regions of Anatolia to migrate to Cyprus, and that these migrants were largely farmers but included a contingent of craftsmen. In addition to these 36,000 soldiers stayed after the conquest (North Cyprus – Demographic, 1991). The Turkish Cypriot community remains on Cyprus to the present day, although the inter-communal conflicts of the 1960s and in particular events of 1974 have seen migration of Turkish Cypriots to Britain, Australia, and America. It is a patriarchal society at odds with itself, influenced by the ancient Ottoman culture, by the Greek Cypriot community with their unique customs and traditions, and by the British occupation from 1879 to 1960 (Gazioğlu, 1990).

The Turkish Republic of Northern Cyprus (TRNC) is a young and unrecognized *de facto* state, with an area of 3,442 sq km and a population currently estimated to be 260,000 Turkish Cypriots. Due to political non-recognition and international embargoes (except for Turkey), the economy is very slow in growing (Mehmet & Tahiroğlu, 2002; Tanova, 2003).

The economy of TRNC has the characteristics of a small island economy with limited resources, imports far exceeding exports, and most of its consumables are imported. Unlike the Republic of Cyprus in the South of the island, the production of the agriculture and textile sector cannot be exported due to international embargoes (Olgun, 1993a). Large amounts of economic aid come from Turkey. There is no heavy industry, some light industry, and agriculture is still important. The trading account persists in deficit and is offset by invisible earnings, mainly from tourism, foreign aid and development loans (mainly from Turkey), capital inflow, and income derived from the Sovereign Base Areas and the U.N. personnel (Olgun, 1993b). The economic embargo has deprived the country of most sources of foreign investment, aid and export markets. There has been very little investment into the infrastructure of the area, save some

improvements in telecommunications between large towns. Productivity is very low. As a result, growth rates and per capita income lag far behind South Cyprus (Güven-Lisanler & Rodriguez, 2002). In fact, Turkish Cypriots have always lagged behind their Greek Cypriot neighbors. In 1961 it was reported that Turkish Cypriots lagged behind by 20% on per capita income, and this gap has been widening ever since (Ayres, 2004).

Turkish Cypriots tended to work as administrators in the British Colonial times. After partition in 1974 there was a deliberate creation of a large public sector, to ensure employment, and therefore income, in the region. It currently stands as 16.3% of GDP in the North. Tourism and construction are both areas where the economy is growing strongly. The construction sector experienced a boom from 2000 to 2006, including many second homes for British ex-patriots, but this started to slow down from 2007 (Mullen et al., 2008, p.33).

The Turkish side of Cyprus expected reconciliation and membership of the EU back in 2004. However, when Greek Cypriots voted **no** to the Annan reunification plan, this was not to happen. Confusingly, the physical island of Cyprus joined the EU, and all the Cypriots on the island became European citizens, but only the government of the Republic of Cyprus [the Greek Cypriot administration] was recognized. Thus Turkish Cypriots are in the very unusual position of becoming European citizens [after application to the Greek Cypriot administration for a passport], yet they cannot vote in any European elections, or take part in any benefits forthcoming from Europe. As a reward for voting yes in the referendum, the EU parliament awarded the Turkish Cypriots €259,000,000 to be spent on the infrastructure (EU, 2009).

A number of Turkish Cypriots travel across the border each day to work on the Greek side, mostly as construction workers. This is thought to be as high 8000 workers (Cyprus Mail, 2006), and is considered to be a major factor in the increases in GDP per capita in the North.

The border between The Republic of Cyprus and the *de facto* state of the Turkish Republic of Northern Cyprus is known as the "Green Line", and it represents the 1974 ceasefire line brokered by the UN at that time (Hatay, 2008). GDP has been rising on both sides of the Green Line. More recently GDP per head has been measured at €9,147 in the North, and €18,480 in the South, with the North being only 49.5% of the South (Mullen et al., 2008). [Note that although the GDP per capita figures appear low, most Cypriots own their own house outright and have no debt.] Even with such a dire economy, the area has managed to create a number of very successful entrepreneurs. In fact, most of the population could be considered entrepreneurs. Even those with a regular day

jobs are trying to earn extra cash through various enterprises. For instance, as Olgun (1993a, p.278) points out: "Many civil servants (especially teachers, doctors, accountants, etc.) have their own unregistered small businesses or part-time jobs".

Limited trade began in 2004 between Turkish Cypriots and Greek Cypriots across the Greenline, with amounts increasing each month, rising to €700,000 in January 2008 (EU, 2008). The total amount for the year ending April 2008 was €4,473,408 (EU, 2008).

The Cultural and Social Norms in North Cyprus

One of the most fascinating factors of Turkish Cypriot social life, perhaps not immediately apparent to the tourist or visitor is its gender segregation. This is possibly a throwback to the times of the Ottoman Empire and the Sultan's harem, or simply a continuation of social norms from ancient Mediterranean life, or maybe both. In daily life, outside the auspices of industry or commercial trade, men and women do not mix except within the family home. Women only have social contact with the men from their immediate family and even then possibly only within the home or for a social event. It is forbidden in many families for young girls to be allowed to roam freely, and arranged marriages are still popular. An unmarried girl is only allowed to be seen in the company of a young man when she is officially engaged to him. Even though the effects of a patriarchal society are more apparent in village life, the pattern of gender segregation extends to town and city life. Educated women with careers are still expected to take a full part in their household chores and be a housewife (Erönen, 1999).

Entrepreneurship in North Cyprus

Some 56% of the working age population works (Thompson, 2005). 95% of private sector organizations are small to medium size enterprises, and 88% of employees employed in the private sector are employed by these small and medium sized enterprises (Tanova, 2003). 80% of SMEs are sole-ownership or family-owned businesses (Güven Lisaniler, 2004).

The *push* factor for entrepreneurs is reduced by the fact the Government sector is an attractive employer, with high wages and many fringe benefits. This sector was originally enlarged to create employment after 1974. It is heavily

overstaffed, with few people employed gainfully. As well as the above economic factors, the entrepreneur can experience problems in access to information. This makes it difficult for any entrepreneur to expand or develop their enterprise (Güven-Lisaner, 2004). The sum total of all the above factors pertaining to the Turkish Cypriot community's economy is that there are severe restrictions in opportunity for entrepreneurs.

Additional Difficulties for Female Entrepreneurs in North Cyprus

Overall 9.3% of women in the TRNC are self-employed or entrepreneurs, but this figure is out of date (TRNC Prime Ministry, State Planning Organisation, 1999). It is hoped that from the very recent Population Census we will be able to get more accurate figures about the amount of female employment, and types of employment. More recent accounts put Turkish Cypriot female self-employment as 13.7%, with most of these in tailoring, babysitting, cleaners, pharmacists, architects, doctors and lawyers (Thompson, 2005, p.19).

In addition to all the challenges the present themselves to male entrepreneurs in Northern Cyprus, the female entrepreneur has some extra factors to consider. The female entrepreneur must be able to create and operate an enterprise within the patriarchal social norms that exist in the region. Another large problem for female entrepreneurs, exacerbated by the patriarchal norms of the culture, is the work/home conflict dilemma that there is no escaping.

Methodology

As a developing country, there are many factors and issues that need a different approach from the typical empirical research of a Western European study, and as such an off-the-shelf, or template research design could not be used. The poor infrastructure of the region means that a unique research design methodology was needed, as lists of telephone numbers or postal addresses do not exist.

The research study uses a mixed methodology, and draws on both qualitative and quantitative data. The first quantitative phase of the study was a questionnaire delivered to 1000 entrepreneurs in the region, while the second qualitative phase of the study comprised of 30 interviews with entrepreneurs in the region. The sample of the quantitative phase was created using block sampling, and the questionnaire was delivered and collected using the drop and collect methodology. With block sampling methodology, the researcher selects a

series of “blocks”, comprising of a number of communities and sites relatively close to each other such as streets or village sections. The drop and collect technique was selected to allow the researcher to “find” the entrepreneur, and to present the questionnaire to the entrepreneur. The questionnaire is then left with the entrepreneur and they will complete this in their own time. The researcher then returns a week later to collect the completed questionnaire. During the quantitative survey, respondents were asked if they were willing to take part in further research. Those that replied positively were added to a list of possible interview subjects. The interviewees were then selected randomly from this list. The interviews ranged from 40 to 90 minutes, and took place at the entrepreneur’s work place. The interviews were conducted in English and Turkish, depending on the native language of the interviewee. The interviews were transcribed at the time of the interview, and later the text was entered into a bespoke database.

The first part of the questionnaire collected demographic data from the entrepreneurs, including age, gender, marital status, residence, nationality, parent’s nationality, education completed and military service completed (for men). From the 399 collected responses, 66.2% were men, and 33.8% were women. From the statistics, the typical Turkish Cypriot entrepreneur is male, married, 35 to 39 years old, finishing their education at high school level, with only two to five years experience as an entrepreneur. The typical female entrepreneur holds the same characteristics as the male entrepreneur, in age, education and experience. The demographics of the Turkish Cypriot entrepreneur are shown in Table 1 below. Both the largest groups of male and female entrepreneurs belong to the 30 to 39 years of age category.

Table 1: Background of respondents

Age	male	%	female	%	Total	%
15 to 19	3	1.1	3	2.2	6	1.5
20 to 29	60	23	40	30	100	25
30 to 39	96	36	50	37	146	37
40 to 49	79	30	29	22	108	27
50 to 59	22	8.3	11	8.3	33	8.3
60 and over	4	1.5	2	1.5	6	1.6
Totals	264	100	135	100	399	100

The demographics of educational status of the Turkish Cypriot entrepreneur are shown in **Error! No bookmark name given.**Table 2 below. Note that the female entrepreneurs are educated to a higher level, with higher proportion of females attaining a university degree or higher degree.

Table 2: Level of education

	male	%	female	%	Total	%
middle school	41	15.8	11	2.8	52	13.3
high school	156	60.0	84	64.6	240	61.5
university graduate	59	22.7	32	24.6	91	23.3
graduate of higher degree (MBA, MSc)	4	1.5	3	2.3	7	1.8

In the education data, the largest category for both male and female entrepreneurs is graduates of high school.

The number of years the Turkish Cypriot has been an entrepreneur is shown in Table 3 below.

Table 3: Years completed as entrepreneur

years	male	%	Female	%	total	%
<2	24	11.1	17	17.0	41	12.9
2-5	69	31.8	48	48.0	117	36.9
6-10	60	27.6	14	14.0	74	23.3
11-20	45	20.7	13	13.0	58	18.3
21-30	14	6.5	7	7.0	21	6.6
31-59	5	2.3	1	1.0	6	1.9

The largest category in the length of time the entrepreneur has been running the business, for both male and female entrepreneurs, is 2 to 5 years. This means that most of the entrepreneurs in this research study were fairly new to their career as an entrepreneur.

While the demographics of the male and female entrepreneur in the region are similar, their place of work is one area in which they differ. The male entrepreneur tends to have business premises in town (28.1%), while the female entrepreneur is based in the city (26.4%). The details of business premises are

shown in Table 4 below. The higher numbers of female entrepreneurs could be because it is more socially acceptable for a woman to run a business in the city, or that women in the villages have no opportunity to create an enterprise.

Table 4: Location of business premises

	male	%	female	%	total	%
home	19	7.9	14	11.2	33	9.0
farm	8	3.3	1	0.8	9	2.5
village	26	10.7	11	8.8	37	10.1
town	68	28.1	27	21.6	95	25.9
small city	60	24.8	21	16.8	81	22.1
city	37	15.3	33	26.4	70	19.1
on the Internet	4	1.7	3	2.4	7	1.9
other	20	8.3	15	12.0	35	9.5

The respondents were asked to specify the type of business they were running, or their main business. The businesses were coded using the European Union's NACE classification codes, and from this the entrepreneur's businesses were classified according to industry sector as well as business sector. The industry sectors are shown in Table 5 below.

Table 5: Business Industry

	male	%	female	%	total	%
Manufacturing	39	14.8	13	9.6	52	13.0
Wholesale	11	4.2	2	1.5	13	3.3
Retail	121	45.8	77	57.0	198	49.6
Service	67	25.4	30	22.2	97	24.3

From the table above we can see that nearly half of the sample is in retail sales of one type or another (49.6%). More women (57%) than men (45.8%) are in the retail sector. The second largest business sector type in the region is the service sector, with nearly a quarter of all entrepreneurs surveyed stating that their business was a service sector business (24.3%). More men than women are involved in this business sector type, with over a quarter of male respondents stating that their business is in the service sector (25.4%) while the percentage of female respondents indicating their business is in the service sector is 22.2%. The breakdown of the service sector into business sectors is shown in Table 6 below. Apart from the large numbers of female entrepreneurs in the retail sector, 9% of

the sample group is female entrepreneurs in the Service sector, compared to 28.1% of the male entrepreneurs in this sector. However, within the service industry, female entrepreneurs are limited in their representation, appearing mainly in the sectors of hotels and restaurants, and hairdressing and beauty salons.

The third largest TRNC business sector type is the manufacturing of goods, including agriculture and fishing, with 13% of all respondents stating that this was their chosen business sector type. Substantially more men than women reported to be active in this sector, with 14.8% of male respondents stating this was their sector, compared to 9.6% of women.

The smallest business sector type in North Cyprus is the wholesale sector, with only 3.3% of respondents indicating this as their chosen business sector. Again, more men than women are active in this sector, with 4.2% of men stating that they are active in this business sector, compare to 1.5% of women.

Table 6: Business Sector - Service

37 Business Sector - detail	male	%	female	%	total	%
hotels & restaurants	18	7.6	10	8.2	28	7.8
transport	1	0.4	-	-	1	0.3
travel	7	2.9	2	1.6	9	2.5
financial mediation	4	1.7	-	-	4	1.1
insurance	2	0.8	2	1.6	4	1.1
investment	1	0.4	-	-	1	0.3
real estate	4	1.7	1	0.8	5	1.4
rentals	1	0.4	2	1.6	3	0.8
computer activities	9	3.8	-	-	9	2.5
business activities	8	3.4	2	1.6	10	2.8
education	1	0.4	1	0.8	2	0.6
private health sector	1	0.4	-	-	1	0.3
sport and recreation	5	2.1	1	0.8	6	1.7
other service activities (hairdressing/salon)	5	2.1	10	8.2	15	4.2
Total of Service Industry		28.1		9.0		

Analysis of the data

Qualitative analysis – the interviews

The interviews allowed the researcher into the private life of the entrepreneurs. The 30 in-depth interviews give a picture of entrepreneurship in the region today. From the interview transcripts entered into the database, repeating themes and ideas were identified and recognized as being important to the research question. To highlight the narratives pertinent to this paper, we will select some of the replies about motivation, business sector choice, and the economy.

Motivation

While the questionnaire revealed that entrepreneurs in the region are pull motivated rather than push, the interviews were evenly split into push and pull motivation categories. An interesting feature from the interviews was the revelation that six of the young Cypriot entrepreneurs were “given” their business by their parents. This points to the remarkable lengths Turkish Cypriot parents go to in order to help their children. Another recurring theme was for older entrepreneurs to continue working after taking retirement from a government job such as teaching or the health service, and three interviewees revealed this pull reason for starting up their enterprise. Eight entrepreneurs revealed that they started their own business up because they could not find work elsewhere.

A female entrepreneur who lived in the UK from the age of 3, decided to return to Cyprus for the lifestyle, as did others that were interviewed. Repatriating people understand that they will not be able to get a government or other type of employment. They come prepared, with money and expertise, to set up their own businesses. One characteristic of the diasporas of Turkish Cypriots in the UK and Australia, but particularly London, is that they are successful entrepreneurs (Basu & Altınay, 2002). Three families left grown children behind in the UK for their new lifestyle. More than half the entrepreneurs interviewed had experience before setting up their enterprise, and this was sometimes from working in the family business as they grew up.

Business sector choice

Business sector choice has already been identified as gender issue in the body of literature. While a number of research studies point to no differences in starting up a business in different countries in Western Europe (Buttner & Rosen, 1988; Kolvereid, Shane & Westhead, 1993), North Cyprus has to be considered as a separate entity, simply because of the uncertainty of the business environment. Kolvereid, Shane and Westhead (1993) give uncertainty in the business environment and the availability of resources as two of four major factors influencing business formation. As these factors are very negative in North Cyprus economy, one would assume that business formation would be very risky indeed. However, as this research study has proved, many men and women decide to and go ahead to create enterprises every day, regardless of the constrictive and unknown economy.

From the thirty entrepreneurs interviewed, eleven already had valuable work experience in the field, and wanted to continue in their chosen field with their own business. Others had a university degree and wanted to use their specialist knowledge. Sometimes this was continuing a family tradition, such as hairdressing, or farming. Six of the interviewees were given their business by their parents.

On difficulties regarding their chosen business sector, many were quick to point out the economic embargoes, and how it affects them personally. Some of the difficulties, experienced by the entrepreneurs, were sourcing stock, and selling their product, or service for a reasonable price. Entrepreneurs found it sometimes difficult to receive payments from customers, and in their dealings with sales representatives. Local entrepreneurs bemoaned the fact that their customers had little disposable income, and in the economic climate luxury goods were not purchased. They also disliked the paperwork necessary for their company.

As a country with international embargoes imposed on it, it can be very difficult to source stock; retailers have to rely on what is available at the time. Some of the interviewees travel to Turkey to buy their stock, and get it shipped to the island in containers. This is a very expensive way to stock a retail outlet. One female entrepreneur works hard, but finds it difficult to make a profit:

Day to day earnings is ok, but I'm only breaking even. There isn't enough to save or expand

Retailer of ladies fashion and household goods, 43, Female

However, entrepreneurs also enjoy their role, particularly the autonomy and freedom that it confers. They are comfortable in their role as they have experience, skills and enjoy the work. The social contact it provides is another point that entrepreneurs agree on, with some expressing their enjoyment of the social contact, and the satisfaction that it brings them when they have made customers happy.

One retired entrepreneur felt a need to be productive, and chose to run a business rather than enjoy retirement at home:

If I was at home I would be so bored. When I get in the car in the morning, and the breeze hits me, I feel like I am going on a trip, and I love it. If I stayed home my life would be a fusion of food preparation and housework, and endless visitors. No, I'd much rather come to work.

Cafeteria Proprietor, 60, Female

Another interesting point about business sector choice is that the female entrepreneurs can be considered to be operating in a different field from their work experience or educational background. While the interview sample is small, 4 from the 6 female university graduates interviewed are operating in a different business sector to that of their university education.

Gender Issues as entrepreneurs

Only three of the interviewees discussed serious gender issues while starting up their businesses and these were all women. One described her problems with the local council and other bureaucrats, while another felt as a foreign woman people were not taking her seriously. Another felt that neighbouring businessmen were sometimes a little bit overfriendly, seeing her as an easy target for their unwanted advances. One entrepreneur felt her foreignness as well as her gender led to her not being taken seriously by the community:

No one takes me seriously, as a foreigner or as a woman. They go to deal with my husband.

Holiday Taxi Service, 30, Female

Quantitative analysis – the questionnaires

Motivation for female entrepreneurs

Some researchers believe the factors that fuel self employment are the product of our enterprise culture (the pull view), while others think it is the result of globalization and restructuring economies (the push view). Several UK studies from the 1990s suggest that many women have been forced into self employment through economic necessity, such as Baines and Wheelock's study into micro businesses (1998). Hughes (2003) suggests that except for economic changes in specific regions or after redundancy in particular occupations, generally women are attracted to entrepreneurship with pull factors. Many other researchers also have reported that women's entrepreneurship is often motivated by social factors including the creating themselves a lifestyle as well as creating a business, integration between the social and the business (Baines & Wheelock, 1998, p.18). In the study 2.2% of female respondents actually, state "to have a social life" as the main reason for starting up their business compared to 0.4% of men.

The push factor also will have a different significance according to the country and culture that the entrepreneur lives in. Western European countries have over eighty years of experimentation with aid to people who are not working, social benefit or "income support". Other countries, such as America, only give benefits to the very needy, while in Turkey there are no benefits. Turkish Cypriots give very low benefits for war widows, and incapacitated individuals.

The data analysis reveals that the Turkish Cypriot entrepreneur is pulled into entrepreneurship (47.0% male, 50.4% female). From the female respondents, motivation themes were generated from their replies to the questionnaire. From the 16 categories created, only 3 of them came from a Push perspective, namely the entrepreneur was pushed into entrepreneurship because they could not get a job, for economic reasons, and those that were fed up of their current job. The other 13 categories were all designated as Pull factors, these included succession in their family business, a profession from which they had degree level education, they had experience in the business sector, or they felt they were knowledgeable and able in the sector. Some entrepreneurs were pulled into entrepreneurship simply because they loved their role, or they wanted the extra security of working for themselves, they wanted to earn more money that normal employment would offer, or they wanted to be their own boss and expressed a desire to own their own company. A number of entrepreneurs chose the role for

social reasons, such as they did not want to be at home, they wanted a social life, or they had retired and wanted to continue to contribute something. The remaining entrepreneurs just wanted to try being an entrepreneur, or they thought they had found a new niche market that needed to be explored. These *pull* results tally with Hughes (2003), who noted that women are attracted to entrepreneurship.

More men (17%) than women (11.9%) have been pushed into entrepreneurship. Within a male dominated culture, where men are seen as the breadwinners of the family, it seems relevant that a larger amount of men than women feel pushed into entrepreneurship. Due to the tight employment market, many individuals are forced to seek employment in low paid jobs or choose to do something for themselves. Government and local authority jobs are plentiful, but they are only available to the select few. Nepotism and cronyism are rife in the region. A family with no political or economic influence will not be able to join in the "grave train". Also, many jobs now require a university degree, yet over 75% of the males in the survey do not have this.

However, while in the context of a difficult economic situation, we can see 48% of the sample has been pulled into entrepreneurship. Note that from all the reasons given by the respondents as to why they started up of a new business, no respondent entered a remark that suggested they had started the business because of a crisis. However, even the early female entrepreneurship research by Neider (1987) found that 38% of women started their business because of a personal crisis, such as the death of a spouse, or divorce, or their husband's bankruptcy. Interestingly, in Neider's research, none of the sample said they started their enterprise for money, while 64% did so for personal satisfaction (Neider, 1987).

Conclusion

In the first research study of its kind in North Cyprus, the main findings from this research are that there are noteworthy differences between female entrepreneurs in the region and female entrepreneurs of Western nations. These differences relate to the factors which lead to entrepreneurship, namely overriding *push* factors for the Turkish Cypriot female entrepreneur, compared to *push* factors for the typical Western female entrepreneur (Cromie, 1987; Lawrence & Hamilton, 1997). Other differences include the demographic data, where we note that the majority of TRNC female entrepreneurs are new to their enterprise, and they are young in age. The young demographics of the de-facto state are conducive to

increasing entrepreneurship in the future. Entrepreneurship has a positive image in the Turkish Cypriot culture, with successful role models in all areas of the economy. This positive image should be further enhanced with entrepreneurship promotion by the government.

Further more, this research establishes that family considerations are key issues in understanding why women chose to start businesses in a particular business sector. We also find a larger number of female entrepreneurs than would be expected in strongly patriarchal region, compared to the levels found in the body of literature on Western female entrepreneurship. They also do not appear to have the severe problems in starting up a business or in running a business that Western female entrepreneurs profess to. However, the female entrepreneurs are selecting their business industry sector within the confines of the social expectations of their family and society in general, rather than developing on their experience or education.

It also emerged that a history of entrepreneurial activity in a family continues to have a strong influence on female entrepreneurs as a much higher proportion of the female respondents cited immediate family members as being entrepreneurs, or some exposure to entrepreneurship in their past.

This research has served to extend our breadth of knowledge on female entrepreneurs, particularly in a non-Western setting, and under severe economic difficulties. The qualitative part of the research contributes to our knowledge on business sector choice, in a strongly patriarchal environment. It also strengthens the body of literature on the importance of entrepreneurial exposure on female entrepreneurs in their motivation to become entrepreneurs.

The implication of this research is that female entrepreneurship in North Cyprus, while sharing some similarities with Western female entrepreneurship, also have their own unique perspective of entrepreneurship, which has arisen as a consequence of the severely patriarchal society the entrepreneurs belong to. This research will consequently make a significant contribution to the understanding of female entrepreneurship in strongly patriarchal communities where gender segregation is still practised, and other regions where the patriarchal system is socially very strong.

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Kuzey Kıbrıs Türk Cumhuriyeti'nde Kadınlara Ait İşletmelerin İş Performansını Etkileyen Faktörler*

Hatice Jenkins**

Salih Katırcıoğlu***

Doğu Akdeniz Üniversitesi

Öz

Bu çalışma, Kıbrıslı Türk kadın girişimcilerin performansı ile ilgili ilk deneysel araştırmadır. Bu araştırma, Kıbrıslı Türk kadın girişimcilerin performansını hem olumlu hem de olumsuz yönde etkileyen ana unsurları ortaya koymaya yardımcı olmaktadır. Ayrıca, kadınlara ait işletmelerin performansları arasındaki sapmalara sebep veren unsurları da tespit etmektedir. Yüz yüze görüşme yöntemi ile anket yapılarak, iki yüz kadın girişimciden birincil veri toplanmış ve verileri çözümlenmek için istatistiksel analizler yapılmıştır. Kadın girişimcilere ait işletmelerin yarısının son altı yılda kurulduğu ve 2000'lerin ilk yıllarında kadınlara ait işyerlerinde hızlı bir artış yaşandığı görülmüştür. Araştırma iş performansı ile ilgili olarak ise, başarı güdüsü, eğitim seviyesi ve ilk çocuğun yaşı arasında pozitif korelasyon bulurken, işgücü maliyetleri ve iş performansı arasında negatif korelasyon bulmuştur.

Anahtar Kelimeler: Kadınlara Ait İşletmeler, KKTC, Kuzey Kıbrıs, İş Performansı

* Hatice Adyineri'ye veri toplama ve işlemedeki değerli yardımları için teşekkür ederiz. Onun yardımları olmadan bu araştırma tamamlanamazdı.

**Doç. Dr. Hatice Jenkins, Bankacılık ve Finans Bölümü, Doğu Akdeniz Üniversitesi, Magosa-Kuzey Kıbrıs Türk Cumhuriyeti. E-mail:hatice.jenkins@emu.edu.tr

***Doç. Dr. Salih Katırcıoğlu, Bankacılık ve Finans Bölümü, Doğu Akdeniz Üniversitesi, Magosa-Kuzey Kıbrıs Türk Cumhuriyeti. E-mail:salih.katircioglu@emu.edu.tr

1. Giriş

Küçük işletme literatüründe birçok araştırma çalışması, kadın girişimcilerin 1970'lerden beri işletme sektöründe aktif olduğunu göstermektedir. Son yirmi yılda, kadın girişimciliđi dünyanın dört bir yanında, özellikle de Amerika Birleşik Devletleri ve Kanada gibi gelişmiş ülkelerde büyük ilgi görmüştür. Ancak, gelişmekte olan ülkelerde kadın girişimcilerle ilgili araştırmalar konusunda büyük bir eksiklik vardır. Güney Kıbrıs'ta kadın girişimciler hakkında bir takım çalışmalar bulunurken (Ellinas ve Kountouris 2004), Kuzey Kıbrıs'ta, kadın girişimciliđi yakın bir tarihe kadar araştırmaya tabi tutulmamıştır. Bu çalışma Kuzey Kıbrıs'taki Kıbrıslı Türk kadın girişimcilerle ilgili ilk ampirik araştırmadır.

Literatüre göre, kadınların girişimciliđi, kültürel farklılıklara bađlı olarak ülkeden ülkeye farklılık göstermektedir. Örneđin, Latin Amerika'da, kadınların esas sorumluluđu profesyonel kariyer yapmak deđil, çocuk bakımı ve ev işi olarak görülmektedir (Sekarun ve Leong, 1992). İsrail'de, kadınlar iş dünyasından uzak tutulmanın yanısıra, erkeklerden de daha az gelir kazanmaktadırlar (Lerner, 1997). Filipinler'de, kadınlardan beklenen erken yaşta evlenmeleri ve önce bir aile kurmaları yönündedir. Bu nedenle, kadınlar, erkeklere kıyasla, yüksek seviye yönetim mevkilerine terfi etme fırsatıyla çok daha seyrek karşılaşmaktadırlar (Epstein, 1993). Ayrıca, dinin de kadınların toplum içerisindeki rollerini tanımlamakta önemli bir rol oynadıđı gözlemlenmektedir. Örneđin, düşük gelirli Müslüman ülkelerde, kadınların girişimci roller üstlenmeleri kocalarına saygısızlık yaptıkları yönünde yorumlanmaktadır (Epstein, 1993). Bu ülkelerde, kadınlar çođunlukla düşük seviyede eğitim görmüş olduklarından, iş başvurusu yaptıklarında erkeklere kıyasla daha dezavantajlı bir durumda olmaktadır. Ayrıca, farklı iş, aile ve sosyal yaşam yapılarının, kadın girişimcileri farklı şekillerde etkilediđine dair kanıtlar da bulunmaktadır (Truman ve Allen, 1993).

2. Literatür İncelemesi

Çeşitli araştırmacılar tarafından birçok ülkede gerçekleştirilmiş olan çok sayıda ampirik çalışma, kadınlara ait işletmelerin performansını belirleyen bir takım faktörler tespit etmiştir. Kadınlara ait işletmelerin performanslarını etkileyen faktörler Lerner'in yaptıđı bir literatür incelemesinde özetlenmiştir (1997). Literatüre göre, sosyal öğrenme, beşeri sermaye, ilişkiler ađı, güdüler ve amaçlar, demografik ve çevresel faktörler gibi faktörler kadınlara ait işletmelerin performansını etkileyebilmektedirler.

Sosyal öğrenme kuramı, girişimcilikle ilgili farkındalığın kariyer tercihleri üzerinde oynadığı rolün altını çizer. Girişimci baba modeli kullanılarak gözlemler öğrenmenin etkisi Kanada'da yapılan bir araştırmayla incelenmiş (Brockhaus, Burke ve Lee-Gosselin, 1991) ve kadın girişimcilerin yüzde 33'ünün babalarının da girişimciler olduğu görülmüştü. Bu bulgu, aynı zamanda girişimci bir babaya sahip olmakla girişimci bir kariyeri tercih etmek arasında anlamlı ilişki bulan İsrail'de yapılmış olan bir çalışma tarafından da desteklenmektedir (Lerner, 1992). Buna rağmen, İsrail'de yapılan diğer bir araştırma, girişimci bir babaya sahip olmak ve çocukluk sırasındaki ekonomik düzey gibi sosyal öğrenme şekillerinin iş performansı üzerinde hiçbir anlamlı etkisi olmadığı sonucuna varmıştır (Lerner, Brush ve Hisrich, 1997).

Beşeri Sermaye Kuramı, Lerner'in çalışmasında beş ögeyle açıklanmıştır (1997). İşletme performansını etkileyen faktörler eğitim düzeyi, eğitim alanı, geçmişteki girişimcilik deneyimleri, geçmişteki iş deneyimi, ve iş becerileri olarak tanımlanmıştır. Girişimcinin temel eğitimiyle şirketin performansı arasında anlamlı ilişki bulan bir takım ampirik çalışmalar vardır. Örneğin, Box vd. (1993) Oklahoma'da, eğitim düzeyinin yüksekliğiyle, imalatçı firmalarda yüksek performans arasında bir ilişki bulmuştur. Gelişmiş ülkelerdeki araştırmalara bağlı olarak, daha yüksek düzeydeki eğitimin daha iyi performansla ilişkili olacağı öngörülmektedir (Box, White ve Barr, 1993; Brush ve Hisrich, 1991).

Ayrıca, Beşeri Sermaye Kuramı'na göre, Lerner vd. (1997) mesleki deneyim, iş becerileri, eğitim düzeyi ve eğitim alanı ile işletme performansı arasında anlamlı ilişki bulunurken, daha önce bir iş kurmuş olmak ile işletme performansı arasında hiçbir ilişki bulunmamıştır. Güney Kıbrıs örneğinde, Ellinas ve Kountouris (2004), kadın girişimcilerin kendi işlerini kurmadan önce deneyim kazanmış olmak gerektiğine inanmadıklarını görmüştür.

Kadın girişimcilerin performansını etkileyen diğer önemli bir faktör de kadınların bağlı oldukları ağ sayısı, danışman kullanımı, kadın organizasyonlarında üyelik, ve akıl hocaları gibi unsurları içeren ilişkiler Ağı Kuramı tarafından açıklanmaktadır. Bu ağlar içerisinde girişimcilik; özgüvenli girişimciler, zenginlik ve fırsatlar arasındaki bağlantılarla kısıtlanmıştır. (Aldrich ve Zimmer 1986). İsrail'deki araştırmalar sosyalist ve enformel toplumlarda başarının kişisel iribatlarla ve işi kurmaya yardımcı olacak kilit kişilere bağlı olduğunu göstermektedir (Baum 1993).

ABD örneğinde, kadınlara ait işletmelerde, kişisel motivasyonun ve mal sahibi/kurucu amaçlarının performansla, geleceğe yönelik başarı beklentilerinin (fırsatların) ardında yatan güdülerin de hayatta kalma ve bağımsızlıkla ilişkili olduğu sonucuna varılmıştır (Hisrich ve Brush, 1987). Maysami ve Goby de (1999) Singapur'daki kadınları iş dünyasına girmek için motive eden unsurlara

bakmıřtır. Bu alıřmada, motivasyonun kadınların iř performansında anlamlı bir etki yarattıđını grlmřtr. Orhan ve Scott'un (2001) arařtırması alıřılan saat sayısı cinsinden ifade edilebilen mesleki esnekliđin kadın giriřimciliđini teřvik etmekte nemli bir faktr olduđunu ortaya koymuřtur.

te yandan, yař, medeni durum, ocuk sayısı ve ilk ocuđun yařı gibi nfus deđiřkenlerinin de kadın giriřimcilerin performansları zerinde pozitif veya negatif etki bırakabileceđi gzlemlenmiřtir (Maysami and Goby, 1999; Lerner et all, 997). rneđin, ocuk yařı ile iř performansı arasında pozitif bir iliřki olacađını tahmin ederiz. Diđer bir deyiřle, ocukların yařı arttıka, iřletmenin karlı olma ihtimali de artar. Oysa ocuk sayısı ile iřletme performansının arasında negatif bir iliřki olduđunu tahmin ederiz. nk ocuk sayısı arttıka, aileye bakmak tek bir ocuđa bakmaktan daha fazla zaman alacaktır.

Orban (2001) Fransa'da 220 kadın giriřimciyle mlakat yaptığı ve iřletmelerinin performansını etkileyen faktrleri incelediđi bir alıřma yapmıřtır. Bu alıřma Fransa'da kadınlara karřı, (ođunlukla erkek olan) bankacıların kadın giriřimcileri insandan nce kadın olarak grmesine sebep olan ve kltrlerarası nyargıdan dođan bir finansal ayrımcılık ortaya koymuřtur. Buna benzer bařka bir alıřmada, Mc-Celland vd. (2005) Kanada, Singapur, Gney Afrika, Avustralya, Yeni Zelanda ve İrlanda'daki kadınların iř kurmalarının ve daha sonra da iřlerini bytmelerinin ardındaki gdleri incelemiřtir. Bu alıřma kadın giriřimcilerin kendi iřlerini kurmalarındaki esas sebebin bir nceki iřlerinde mutsuz olmaları ile ilgili olduđu sonucuna varmıřtır (Mc-Clelland vd., 2005).

Kuzey Kıbrıs'ta Kadın Giriřimciliđi

1960'larda ve 1970'lerde, Kıbrıs'taki giriřimcilerin sayısı, Kıbrıslı Trk ve Kıbrıslı Rum toplumlarının arasındaki i savařlardan dođan belirsizlik ve gvensizlik nedeniyle ok sınırlıydı. 1960 ve 1974 arası dnemde, az miktarda kadın kocalarıyla beraber ticaret sektrnde bulundular. O dnemde, birkaç kadın Trkiye'den kristal ve altın getirerek bunları Kıbrıs'ta satmaktaydı. Trkiye'yle ticaret, kadınların kendi iřletmelerine sahip olmaları ve kendi kazançlarını sađlayabilmeleri aısından byk bir fırsattı. 1974 savařından sonra, Kuzey Kıbrıs'ta alıřmakta olan kadın giriřimcilerin sayısı arttı. Zamanla, kamu sektrndeki istihdam ve kadın giriřimcilik fırsatları arttıka, kadınların iřgcne katılımı da arttı. Lisaniler (2009) de 1974 savařının kadının iřgc ierisindeki roln yeniden tanımlamaktaki neminin altını izmiřtir. Onun da ifade ettiđi gibi, savařtan sonra kadının iřgcne katılımında arpıcı bir artıř yařanmıřtır.

2004'te, Kuzey Kıbrıs'ta kadınların işgücüne katılım oranı %34'e vararak, Akdeniz'deki diğer iki ada devleti Malta ve Güney Kıbrıs gibi AB üye devletleriyle aynı seviyeye gelmiştir. Aynı yıl, toplam işgücü miktarı (erkek ve kadın) 74.555 olarak kayıtlara geçti. 74.555 işçiden 25.378'i (%34) kadındı. Bu rakamlar kadın işgücünün, KKTC'nin toplam işgücünün üçte birine denk geldiğini göstermektedir. Ya da, kadın işgücünün boyutu, erkek işgücünün yarısı olduğunu söyleyebiliriz (DPÖ, 2004). Bu durum Malta'da (%30,1 kadın ve %69,9 erkek) ve İspanya'da (%39,2 kadın ve %60,8 erkek) da aynıdır (Ellinas ve Kurtouris, 2004).

Kuzey Kıbrıs'ta kadın girişimciler genellikle butik, güzellik ve bakım, kuaförlük, takı satışı, çiçekçilik, seyahat acenteliği, kozmetik ürünleri satışı, genç çocuk giyim satışı, kırtasiyecilik, süpermarket, ayakkabı satışı veya el işleri satışı gibi alanlarda faaliyet göstermektedir. Çok ender olarak, kadınlar fabrikalarda, inşaatlarda veya mimarlık sektörlerinde de çalışmaktadırlar.

Kuzey Kıbrıs'ın 264.172 kişilik küçük bir nüfusu olması nedeniyle işletme sektörüne yönelik pazarı da çok küçüktür. Toplam işletme sayısı 9.196 olup, bu şirketlerin çoğunluğu mikro ve küçük işletmelerdir (DPÖ 2004). Kuzey Kıbrıs Türk Cumhuriyeti Devlet Planlama Örgütü (2004) şirketlerin istihdam miktarlarına göre büyüklüğünü resmi olarak açıklamıştır. Bu rapora göre, 9.196 şirketin 6.197'sinde (%67,4) hiçbir çalışan yokken, 2.930 (%31,9) şirketin 1 ve 10 arasında çalışanı, 48 şirketin (%0,5) 11-15 çalışanı, ve sadece 18 şirketin de (%0,20) 100'ün üzerinde çalışanı vardır.

Tablo 1: Kuzey Kıbrıs'taki İşletmelerin Profili (2004)

Büyüklik	İşçi Sayısı	İşletme Sayısı	İşletme Yüzdesi
Mikro ve Küçük	0-10	9.130	99,30
Orta	11-15	48	0,50
Büyük	16>	18	0,20
Toplam		9.196	100,00

Kaynak: Devlet Planlama Örgütü (2004)

3. Veriler ve Yöntembilim

Veriler

Toplanan veriler Kuzey Kıbrıs Türk Cumhuriyeti'nin üç kentsel bölgesini (Lefkoşa, Gazimağusa ve Girne) ve beş kırsal bölgesini (Beyarmudu, Vadili, Akdoğan, İskele ve Lapta) kapsamaktadır. 660 işletme sahibi kadın nüfusu arasından iki

yüz (n=200) kişilik bir örneklem seçilmiştir¹. Bu kadınlara ait işletmeler ya Sanayi Odasında ya da Ticaret ve El İşleri Odasında veya ikisinde birden kayıtlıdır. Daha çok heterojenite sağlamak ve eğilimi azaltmak için bu farklı iki ticaret birliği arasından örneklemeler seçilmiştir.

200 yanıtтан, 193'ü kullanılabilir durumdaydı. Bu 193 kadın girişimcinin 70'i Lefkoşa'dan, 70'i Gazimağusa'dan (bunların 20'si Gazimağusa'nın kırsal kesimlerinden) ve 53'ü de Girne'den (13'ü Girne'nin kırsal bölgelerinden) idi.

Yöntembilim ve Model

Bu çalışmada, Kuzey Kıbrıs'taki kadın girişimcilerin iş performansları üzerinde etkili olan faktörleri belirlemek için, Lerner vd. (1997) ile Maysami ve Goby'nin (1999) yeniden gözden geçirilmiş olan ölçüm araçları kullanılmıştır. İstatistiksel model oluşturmak ve hipotezi test etmek için, teorik açıdan beş faktör dikkate alınmıştır; bunlar, sosyal öğrenme kuramı, insan sermayesi, güdüler ve amaçlar, nüfus verileri ve çevresel faktörlerdir.

Lerner vd.(1997) tarafından kullanılan anket Türkçe'ye ardışık tercüme yöntemine göre çevrilmiş ve katılımcılara dağıtılmıştır.² Toplam 37 soru sorulurken, 37 sorunun 9'unda Kesinlikle Katılmıyorum = 1 ile Kesinlikle Katılıyorum = 5 arasında ölçekler bulunduran sorular bulunmaktadır. Anket, kadın girişimcilerin performanslarını etkileyen faktörleri belirlemeyi amaçlamakta olup, anketi son haline öncelikle 7 kadın girişimciyle bir pilot anket çalışması yapılarak, form bir daha gözden geçirilmiştir. Anketi Kuzey Kıbrıs'a uyacak şekilde yeniden yapılandırırken, literatürde de tartışıldığı şekilde kadınlara ait işletmelerle ilgili bir takım faktörler, sorunlar ve özellikler dikkate alınmış ve Kuzey Kıbrıs'ın koşullarına uyarlanmıştır. Veriler, yüz yüze yapılan bireysel mülakatlar yoluyla toplanmıştır.

Önce analizimize dahil edecek kadar anlamlı olmayan değişkenleri elemek üzere etken analizi kullandık. Sonra, her bağımlı değişkenin bağımsız değişkenlerin (açıklayıcı değişkenlerin) değerlerinden nasıl etkilendiğini çözümlmek için basit regresyon analizi yaptık.

Tekli regresyon modeli, bağımsız değişkenler arasındaki çoklu doğrusallık sorununu önlemek için kullanılmıştır. Bu nedenle, bir bağımlı değişken Y ile bir bağımsız değişken X_i arasındaki ilişki aşağıdaki formülle test edilebilir:

$$Y_i = \beta_0 + \beta_1(X_i) + \varepsilon_i$$

Bağımlı Değişkenler

İşletme performansını ölçmek için kullanılan bağımlı değişkenler dört göstergeye dayanmaktadır; bunlar: ciro/satışlar, kârlılık, gelir ve çalışan sayısıdır³. Bu çalışmada, bu dört değişkenin üçü işletme performansını ölçmek için kullanılmıştır. Bu değişkenler: ciro, kârlılık, ve çalışan sayısıdır. Güvenilir veri eksikliği nedeniyle, gelir bu değişkenlere dahil edilmemiştir.

Bağımsız Değişkenler

Bu analizdeki bağımsız değişkenler, bağımlı değişkenin yani kadın girişimcinin işletme performansının üzerinde yarattığı etkiyi yakalayabilmek için, sosyal öğrenme kuramı, insan sermayesi; güdüler ve amaçlar; nüfus verileri ile çevresel faktörler adları altında sınıflandırılmıştır.

Sosyal Öğrenme Kuramı: İşletmenin kurucusu, kadın girişimcinin babası veya annesi, kadın girişimcilerin işletmeleri üzerinde pozitif ya da negatif bir etki yaratabilir. Kadın girişimcilere işletmelerinin kurucusunu seçmek için beş seçenek verilmiştir. Bunlar: kendileri, eşleri, babaları, kayınpederleri ve diğerleri idi.

İnsan Sermayesi: İnsan sermayesinin işletme performansı üzerindeki anlamlılık düzeyini ölçmek için eğitim düzeyi, eğitim alanı, önceki meslek, geçmişteki girişimcilik deneyimleri, önceki istihdam, sanayi deneyimi, kuruluş aşamasında ne kadar katılım gösterdiği ve işletme becerileri kullanılmış olup tüm bunların işletme performansı üzerinde pozitif bir etki yaratması beklenmektedir.

Güdüler ve Amaçlar: Başarı güdüsü, bağımsızlık güdüsü, ekonomik gereklilik güdüsü ve amaçlar gibi motivasyon değişkenleri ile kadınlara ait işletmelerin işletme performansı arasında pozitif korelasyon olması beklenmektedir.

Nüfus Verileri: Nüfus değişkenlerinin işletme performansı üzerindeki etkileri kadın girişimcinin yaşı, medeni durumu, çocuk sayısı ve çocuklarının yaşları ile ölçülmüştür. Her değişken için farklı sorular sorulmuştur.

Çevresel Faktörler: Çevresel faktör değişkenleri, ekonomik sektör (hizmet, perakende satıcılık, ve imalat), mülkiyetin türü (tek mülkiyet sahipliği, limited şirket), işletmeyi kurarken yaşanan sorunlar, şirket rekabet edebilirliğinin türleri ve finansman kaynakları gibi endüstri değişkenlerinden oluşmaktadır.

4. Bulgular

4.1. Kuzey Kıbrıs'taki Kadın Girişimcilerin İstatistiksel Analizi *Nüfus Profili*

Kuzey Kıbrıs'taki kadın girişimcilerin nüfus profili Ek-1'de özetlenmiştir. Bulgulara göre, kadın girişimcilerin ortalama yaşı 38 olup, çalışmaya katılan kadınların çoğunluğu (%81,9) anne, bunların çoğunluğu da bir veya iki çocuk sahibidir (sırasıyla %25,9 ve %44). Girişimcilerin çocuklarının ortalama yaşının ilk çocuk için 18,6, ikinci çocuk için 17,3, üçüncü çocuk için 16,8 ve dördüncü çocuk için 14,2 olduğu görülmüştür. Bu bulgu Kuzey Kıbrıs'taki kadın girişimcilerin çoğunun, bakması çok daha fazla zaman alan küçük çocuklar yerine yetişkin çocukları olduğunu göstermektedir.

Eđitim Düzeyi

Kuzey Kıbrıs'ta kadın girişimcilerin çođu lise mezunu iken (%61,1), yüzde yirmi beş oranında kadın üniversite mezunudur. Bunların da %24,4'ü lisans mezunuyken, %3,1'i lisansüstü derece sahibidirler.

İşletmenin Kurucusu

Kadınların hemen hemen %70'i işletmelerinin kurucularıydılar. Öte yandan, bu kadınlara ait işletmelerin sadece %16,1'i kocaları tarafından, ve %5,1'i babaları tarafından kurulmuştur. Bu bulgular Kuzey Kıbrıs'taki kadın girişimcilerin riske giren bireyler olduklarını ve işletmelerini kocalarına veya babalarına dayanarak kurmadıklarını göstermektedir. Bu işletmelerin çođu (%48,7) aile işletmesidirler. Yüzde yirmi biri limited şirket olarak kayıtlı, %15'i de tek mülkiyet sahipliđi olarak kayıtlıdır.

İşletmelerin sektörel dağılımı

Çalışmadaki kadın girişimcilerin %86,5'i ticaret sektöründe faaliyet göstermektedirler; %8,3'ü perakende satışla işigal etmekte, %4,1'i ise imalat sektöründe çalışmaktadırlar. Bu kadınlara ait işletmelerin neredeyse hepsi küçük işletmeler iken, bu işletmelerin %49'unun hiç çalışanı yoktur ve sadece %30,1'inin 1 ve 3 arasında çalışanı vardır. Bu bulgular, Kuzey Kıbrıs'taki ekonomik

sektörlerdeki tüm işletmelerinin yapısı ve dağılımıyla benzerlik göstermektedir. Bu da kadınlara ait işletmelerin diğer işletmelerden pek farklı olmadığına işaret etmektedir.

İşletme Sektörüne Girme Nedenleri

Kadın işletme sahiplerinin işletmeye girişme nedenlerini incelediğimizde, %23,8'inin bir iş fırsatı olduğuna inandıkları ve %19,2'sinin bunu yapmayı sevdikleri ve yapmayı tercih ettikleri için yaptıkları ortaya çıkmıştır. Öte yandan, %11,4'ü kocalarının teşvikleri sayesinde iş kurmaya karar vermişlerdir.

Ekonomik Genişleme ve Büyümenin Rolü

Her ne kadar kadınlara ait işletmeler 1930'lardan beridir Kuzey Kıbrıs'ta var olduysa da, kadınlara ait işletmelerin sayısı 1999'a kadar önemli bir artış göstermedi. Bulgulara göre, kadınlara ait işletmelerin çoğunluğu yeni işletmeler olup, bu işletmelerin sayısı 1999'dan beri artmıştır. Bu anlamda, örnekleme dahil olan kadınlara ait işletmelerin %50'sinin 1930-2000 dönemi sırasında, yani yetmiş yıllık bir dönem içerisinde, örneklemin diğer %50'sinin de son altı yılda (2000-2006), diğer bir deyimle, dikkate değer bir ekonomik genişleme ve büyümenin olduğu bir dönemde kurulduğu ortaya çıkmıştır.

Kadın Olmanın Dezavantajları

Kadın girişimcilerin çoğu (%83,9) kadın olmanın kendilerine bir dezavantaj sağlamadığını ifade etmişlerdir. Örneklemedeki kadın girişimcilerin sadece %15'i kadın girişimci olmanın bazı dezavantajları olduğunu söylemişlerdir. Bu bağlamda, kadın işletme sahipleri tarafından ifade edilen en önemli dezavantaj "yalnız seyahat edememek" olmuştur. Bu da, Kuzey Kıbrıs'ta kadınlara karşı hala muhafazakar bir tutumun süregeldiğini göstermektedir.

Başlangıç Finansmanının Büyüklüğü

Başlangıç finansmanının büyüklüğü açısından, kadın girişimcilerin çoğu (%34,2) işletmelerini 10.000 YTL gibi (yani 8.000 Amerikan dolarından az) küçük bir finansmanla başlatmışlardır. İşletmenin cirosu açısından da, işletmelerin yarısının cirosu 30.000 YTL'den (yani 23.000 Amerikan dolarından) azdı.

4.2. Regresyon Analizinin Bulguları

Etken analizi, 1 = Kesinlikle Katılmıyorum ile 5 = Kesinlikle Katılıyorum arasında ölçekleri olan dokuz soruya uygulanmıştır (şirketin önemi, amaçlar, mali kayıtlar, rekabeti etkileyen faktörler, sorunlar, güdülerle ilgili faktörler, başarı güdüler, rekabet yöntemleri ve kısa dönem planları). Bu soruların her biri için etken ortalamaları hesaplanmış ve etken yükü 0,5'ten az olan etkenler daha fazla analiz edilmemiştir.

Daha önce de belirtildiği gibi, her bağımsız değişkenin üç bağımlı değişken üzerindeki etkilerini incelemek için tekli regresyon modeli kullanılmıştır. Tablo 2'de regresyon modelinin Pearson korelasyon katsayıları (R), beta skorları (β), t testi ve F testi sonuçları sunulmakta ve bağımsız değişkenlerin (rekabet edebilirlik, başarı güdüler, iş planlaması, eğitim düzeyi, mesleki eğitim, ilk çocuğun yaşı, önceki deneyimler, girişimcinin yaşı) üç işletme performansı göstergesinin (ciro, kârlılık ve çalışan sayısı) üzerindeki etkisini göstermektedir.

Tablo 2: Ciroyu Etkileyen Değişkenler, Kârlılık ve Çalışan Sayısı

Değişken	B	T stat	r	F stat
Ciro				
Rekabet Edebilirlik	0,567	3,125*	0,272	9,767
a. Üretkenlik/Çalışana göre Satış	0,359	4,564*	0,395	20,829*
Başarı Güdüler	0,419	2,560**	0,219	6,555*
İş Planlaması	0,105	0,832	0,075	0,693
Eğitim Düzeyi	0,299	2,333***	0,201	5,450**
Kârlılık				
Mesleki Eğitim	-0,309	-1,817*	0,143	3,301***
İlk Çocuğun Yaşı	0,014	1,721***	0,149	2,963***
Bir Önceki Deneyim	0,131	1,012	0,080	1,024
Çalışan Sayısı				
Başarı Güdüler	0,450	2,417**	0,180	5,841**
Rekabet Edebilirlik	0,303	1,641***	0,123	2,694***
a. Üretkenlik/Çalışan Başına Satış	0,366	4,124*	0,311	17,008*
b. İşgücü Maliyetleri	-0,366	3,760*	0,294	14,137*
İş deneyimi	-0,018	-0,084	0,006	0,007*
Yaşı	0,01	1,187	0,090	1,410

* $p < 0,10$ ** $p < 0,05$ *** $p < 0,01$ $n = 193$

Bağımlı Değişken olarak İşletme Cirosu:

Öncelikle, işletmenin cirosu bağımlı değişken olarak seçilmiş ve işletme cirosunun (yani işyerinin performansının) bağımsız değişkenlerdeki farklardan nasıl etkilendiğini incelemek için regresyon analizi yapmak amacıyla bir takım bağımsız değişkenler seçilmiştir. Görünüşe göre, işletme cirosuna en yüksek pozitif etkiyi rekabet edebilirlik yapmaktadır (0,567). Üretkenlik (0,359) ve toplam yıllık satış (0,200) işletme cirosuyla güçlü pozitif bir ilişki içerisindedirler. İş planlamasının işletmenin cirosu üzerinde anlamlı bir etkisi yokmuş gibi görülmektedir. Ayrıca, Kuzey Kıbrıs'lı kadın girişimcilerin başarı güdülleri ve eğitim düzeyleri ile işletme cirosu arasında pozitif korelasyon görülmektedir.

Bağımlı Değişken olarak İşletme Kârlılığı:

İşletmenin kârlılığı bağımlı değişken olarak kullanıldığında, ilk çocuğun yaşının kadın girişimcilere ait işyerlerinin kârlılığı ile pozitif ve anlamlı bir şekilde ilişkili olduğunu gözlemledik. Ancak, mesleki eğitimin işyeri kârlılığıyla negatif ilişkili olduğu görülmektedir. Bu sonuç, kadın girişimcilerin çoğunluğunun eğitim programlarına mülakatlarda söyledikleri şekilde katılmadıkları gerçeğiyle açıklanabilir. Ayrıca, kadın işletme sahiplerinin daha önceki iş deneyim düzeylerinin işletmenin kârlılığıyla anlamlı bir ilişki içinde olmadığı görülmüştür.

Bağımlı Değişken olarak Çalışan Sayısı:

Çalışan sayısı üçüncü performans göstergesi olarak kullanılmıştır. Burada, başarı güdülerinin ve rekabet edebilirlik ile kadınlara ait işletmelerdeki çalışan sayısının pozitif ve anlamlı bir ilişkisi bulunmuştur. Çalışan sayısına göre satışların (0,366) çalışan sayısı ile güçlü ve pozitif bir ilişki gösterdiği, buna rağmen işgücü maliyetlerinin (0,366) çalışan sayısı ile negatif ilişkili olduğu görülmüştür. Öte yandan, sonuçlar önceki iş deneyiminin ve Kuzey Kıbrıs'taki kadın girişimcilerin yaşlarının, kadın girişimcilere ait işletmelerdeki çalışan sayısı için anlamlı faktörler olmadıklarını göstermektedir.

5. Sonuç

193 kadına ait işletmeden elde edilen birincil verilerle, kadınlara ait işletmelerin karakteristikleri ve iş performanslarını etkileyen unsurlar incelenmiştir. Kadın işletme sahiplerinin yüzde doksan ikisi 18 ve 50 yaş arasındayken, kadın

giriřimcilerin ortalama yaşı 38'dir. Kadın iřletme sahiplerinin çođunluđu evli (%80) ve iki çocuk sahibidirler (%44). Çođunlukla iř kurmak için bir fırsat görerek iřlerini kurmaya karar vermiş lise mezunlarıdır (%61). Bu iřletmelerin çođu aile iřletmesi olup (%49), ticaret sektöründe çalışmaktadırlar (%87) ve çođunluđunun istihdam edilmekte olan çalışanı yoktur (%49), diđer bir deyiřle bunlar mikro iřletmelerdir.

Bařka önemli bir bulgu, kadınlara ait iřletmelerin %50'sinin 2000 yılından sonra kurulmuş olduđunu, yani 2000'lerin ilk yıllarındaki hızlı ekonomik büyümenin kadın giriřimcileri kendi iřletmelerini kurmaya teřvik etmiş olduđunu göstermektedir. Kadın giriřimcilerin çođu iřletmelerini 10.000 YTL'den az, cüzi bir miktarla kurmuşlar ve ilk senelerinde de 30.000 YTL'den az kazanmışlardır.

Sosyal Öğrenme Kuramı'nın Kuzey Kıbrıs'taki kadınlara ait iřletmelerin performansıyla anlamlı bir iliřkisi olmadığı ortaya çıkmıştır. Diđer bir deyiřle, kadın giriřimcilerin ebeveynlerinin ille de kızlarının iřletmesinin kurucuları olmadıkları görülmüřtür. Bu örneklem gruptaki kadınların çođunun kendi iřlerini kurmuş olmaksızın esas sebepleri olan bu ekonomide bu çeřit mađazalara ihtiyaç olduđu yönündeki bulguya, mülakatlarda da rastlanmıştır.

İnsan Sermayesi Kuramıyla ilgili olarak da, iřletme performansının eğitim düzeyiyle anlamlı iliřkili olduđu sonucuna vardık. Aynı řekilde, güdüsel faktörlerin de iřletme performansıyla anlamlı iliřkili olduđunu gördük. İlaveten, çevresel faktörler çözümlenmiş ve finansman kaynakları, iřçilerin sosyal hakları, pazar geniřliđi, iřletme çeřidi ve řirket türünün performans üzerinde etkisi olmadığı anlaşılmıştır. Buna rađmen, rekabetçilik ile iřletme performansı arasında anlamlı iliřki bulunmuřtur.

Notlar

¹ Devlet Planlama Örgütü'nün İşgücü Anketi. (2004, pp. 2).

² Anket, onu bu çalışmada kullanmamız için bize izin veren Lerner vd. tarafından sağlanmıştır (1997)

³Bu bağımlı deđişkenler Brush ve Hisrich (1991), Brush ve Werf (1992) ve Lerner vd. tarafından önerilmiştir. (1997).

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Ek 1
Görüşme Yapılan Kadın İşletmecilerle İlgili Demografik ve Diğer Bilgiler
(n=193)

Yaş	Frequency	Yüzde
18-20	2	1.0
21-30	51	26.4
31-40	70	36.3
41-50	54	28.0
51-60	14	7.3
61-70	1	0.5
71-80	1	0.5
Toplam	193	100.0
Medeni Durumu		
Evli	154	79.8
Bekar	26	13.5
Boşanmış	9	4.7
Dul	4	2.1
Toplam	193	100.0
Çocuk sayısı		
Bir	50	25.9
İki	85	44.0
Üç	18	9.3
Dört ve üstü	5	2.6
Çocuksuz	35	18.1
Toplam	193	100.0
Eđitim Düzeyi (Bitirilen Okul)		
İlkokul	14	7.3
Orta okul	8	4.1
Lise	118	61.1
Üniversite	47	24.4
Yüksek lisans	6	3.1
Toplam	193	100.0

Çocuk sahibi olunan ortalım. yaş		
İlk çocuk	18.6	
İkinci çocuk	17.3	
Üçüncü çocuk	16.8	
Dördüncü çocuk	14.2	
Girişimcinin ortalama yaşı	38	
İşletmenin Kurucusu		
Kendisi	133	68.9
Eşi	31	16.1
Babası	11	5.7
Kayınpederi	2	1.0
Diğer	16	8.3
Toplam	193	100.0
İşletme Tipi		
Aile İşletmesi	94	48.7
LTD	41	21.2
Limited Ortaklık	11	5.7
Adi Komandit	10	5.2
Franchise	6	3.1
Kişisel	29	15.0
Toplam	191	99.0
Toplam	193	100.0
Yer aldığı sektör		
İmalat	8	4.1
Hizmet	16	8.3
Ticaret	167	86.5
Hepsi	1	.5
Toplam	192	99.5
Ücretli çalışan kişi sayısı		
Yok	94	48.7

1 yarı-zamanlı	14	7.3
1-3 arası	58	30.1
3-5 arası	8	4.1
5-10 arası	4	2.1
10-15 arası	3	1.6
16 ve üstü	6	3.1
Toplam	187	96.9
Belirtilmeyen	6	3.1
Toplam	193	100.0

Eser Tanıtımları/Book Reviews

Michelle Rosenberg (2007). *Inspiring Women: How Real Women Succeed in Business*. Surrey: Crimson Publishing. (223 pages) ISBN: 978 1 85458 410 6

This book is composed of detailed profiles of 25 successful women entrepreneurs who run their businesses under well known brands in Britain in diverse sectors, from chocolates to clothing to coffee. The book is written for women who would like to start their own businesses. It is intended to inspire, motivate and provide these women with encouragement and also help them in choosing a role model. The author, Rosenberg has worked with entrepreneurs during her career as b2b (Business to Business) PR (Public Relations) specialist. Later on, she launched her own media consultancy firm and became interested in writing a book. In her introductory chapter, the author sets out the importance of dedication, determination, energy and courage in becoming a successful women entrepreneur. The book also provides indications on how successful participants run their businesses. Rosenberg emphasizes the fact that the owners of these businesses were ordinary women as many people, many of whom were mothers, prior to being the owners of successful businesses. These women were hard working and passionate.

Through in-depth interviews the book features many of Britain's successful women's business stories. These include Christian Rucker of the White Company, Romy Fraser of Neal's Yard Remedies, Louise Barnes of Fat Face, and Sahar Hashemi of Coffee Republic to name but a few. It is written in an easy language and provides in-depth details on participants' background and the way they started their businesses. Participants talk about how their journey started through drawing particular attention to how they spotted a gap in their particular sector, how their business grew, about the lessons learned through the pitfalls and mistakes they made along the way. Each chapter ends with a review of entrepreneurs' learning points, advice to other entrepreneurs', and an opportunity for the women to describe their own role models, which is useful to anyone in a similar position. The author explains that some of the top tips in being a successful entrepreneur are:

- Watch your budget
- Do your research and know your market

- Be passionate about what you are doing
- Know your own limitations – do outsource if it makes business sense
- Don't underestimate the amount of hours involved
- Ask for advice and have good support systems
- Learn from your mistakes
- Know that good supplier relationships are key
- Take care of your staff
- Believe in yourself, have courage and confidence

The book is interesting as it provides in small length but rich information of various women entrepreneurs' previous employment experiences, with their individual motivation and ambition in starting-up their businesses, and dedication in managing and growing successfully their businesses. I would recommend readers who are planning to start their own ventures to read the book in order to explore and gain experience, acknowledge hard work and practical hints in aspiring to starting and running a successful business for themselves in the future.

Asst. Prof. Dr. Gözde İnal
Department of Business Administration
Faculty of Economics and Administrative Sciences
Cyprus International University
Haspolat, Nicosia-North Cyprus

Sandra Grey and Marian Sawer (Eds.) (2008) *Women's Movements: Flourishing or in Abeyance?* London: Routledge (208 pages) ISBN: 0415462452

In an era where the public opinion considers feminism as obsolete or even dead, Grey and Sawer bring together the work of leading scholars from around the globe to examine the rebirth, transformation or survival of the women's movements in Australia, Canada, Japan, New Zealand, Scotland, the United Kingdom, South Korea, and the United States. This timely book advances social movement theory by questioning disruptive action as a defining element of social movements and by testing established theories of social movement life cycles and continuity. The authors argue for research based on broader conceptions of social movements so as to encompass the whole variety of women's actions. Accordingly, early in the book social movements are defined as "sustained efforts to bring about social change by individuals and groups who share a collective identity developed on the basis of a common opposition to dominant norms, and who may use unconventional tactics and/or forms as part of their mode of operation" (Grey and Sawer, 2008:5). The comparative approach reveals that despite the different political contexts within which women's movements have developed, they share several similar characteristics. The key concept of the book is 'abeyance', used as a metaphor to portray the holding process by which movements sustain themselves in hostile environments in order to survive periods between stages of mobilization, e.g. between 'waves' of feminism.

The volume is divided in three sections. The first section addresses periods of institutionalisation, professionalization and abeyance which have been widely ignored in the flourishing scholarship on social movements. Exploring the ways in which women's movements have changed and adapted to new environments, authors in this section argue that less overt public policy conflict at the national level does not necessarily prove the death or abeyance of women's movements. While increasing institutionalised activity replaces street protest and strong grassroots activism, and the language of equal opportunity replaces radical activists' discourse, it cannot be contested that current activism is less visible to the public or the media than the activism of the 1970s. However less visibility does not point to inability of influencing public policy, and current activism continues challenging aspects of social, cultural and political arrangements.

The second section turns to globalisation as both threat and opportunity for transnational action. On the one side, the increasing integration of economies and politics has brought about greater transparency inside gender relations and

human rights that lead to the rise of global gender mainstreaming initiatives but on the other side, transnational activism may bring about loss of connection with local movements. Nevertheless, as traditional forms of women's organising decline, globalisation signals that we need to look beyond national boundaries, as well as beyond tangible boundaries, in order to understand women's movements through new ways of operating and connecting e.g. cyberspace.

The third and final section of the book, written by young women who are self-identified feminist activists, raises questions about the future of the movement. Grey and Sawyer note that these women have been born in or after the times of high feminist activism, and therefore experience life in a post-feminist era. Although they come from culturally and geographically diverse locations, they all understand the women's movements around the world as necessary and coalition-building as indispensable in women's struggles for recognition and equality. For the ones of us who are still happy to call ourselves feminist without any prefixes or buts, such refreshing and powerful testimonies reassure us that there are exciting times ahead for the women's movement.

I heartily recommend this book to sociologists, political scientists, gender studies scholars and researchers, as well as readers generally interested in women's activism. Personally, I learned a great deal from this book and I am convinced that Grey and Sawyer's valuable critique of the current state of knowledge we have about the women's movement highlights important directions for future research but I also hope that it might serve as a call to action.

Nicole Avdelidou-Fischer
Centre for Research in Equality and Diversity
School of Business and Management
Queen Mary, University of London
London – United Kingdom



Akova Kadınlar Derneği*

Akova Kadınlar Derneği (AKD), Kuzey Kıbrıs Türk Cumhuriyeti'nde faaliyet gösteren bir sivil toplum örgütü olarak 2001 yılında kurulmuştur. Kuruluşundan bugüne kadar yaptığı çalışmalarla kadının güçlendirilmesi, yetkilendirilmesinde, toplumun farkındalığının artırılmasında, sivil toplum örgütleri arasındaki bağın kuvvetlendirilmesinde etkin rol oynamış, kadının görünürlüğüne katkı sağlamıştır.

AKD'nin bugüne kadar yaptığı faaliyetlerden bazıları şöyledir:

Projeler

- Kadın sorunlarının çözülmesine yönelik politika ve karar değişikliğine, öneri geliştirilmesine katkı koymak amacıyla, KAEM, KTÜKD ve Türkiye'den KADER işbirliği ile 'Kadının Görünürlüğü' Projesinin içinde yer almıştır.
- Akova Kadınlar Derneğinin, aile içi şiddet projesinde toplumun bilinçlendirilmesinde katkı sağladığı görülmektedir. Şiddete maruz kalan kadınların sorunlarının çözülmesinde yardımcı olmuş, kadınların haklarının farkında olması yönünde yol gösterici olmuş, onları cesaretlendirmiştir.
- Akova Kadınlar Derneği, diğer kadın kuruluşları arasındaki dayanışmayı güçlendirme projesinde de etkin rol oynamıştır. Proje, AWA'nın mentorluğünde diğer kadın kuruluşları Yıldırım Kadınlar Derneği, Mormenekşe Kadınlar Derneği, Yeni Boğaziçi Kadınlar Derneği, Aygun and Nergisli Kadınlar Derneği'nin de katkılarıyla yürütülmüştür. Stratejik Planlama konusunda eğitim alınmış, dayanışmayı artırma amaçlı İstanbul'daki bazı STÖ'leri ziyaret edilmiştir.

Yayınlar

Tastes from Cyprus/Kıbrıs Mutfağından Tatlar Kitabı

AKD, Kıbrıs yemeklerini gelecek nesillere tanıtmak amacıyla "Kıbrıs Mutfağından Tatlar" adlı kitap çıkarmıştır. İngilizce ve Türkçe olmak üzere iki dilde hazırlanan kitabın, Aralık 2009'da dernek binasında tanıtımı yapılmıştır. 110 kişiden toplanan tariflere ve fotoğraflara yer verilen kitap ile toplumlar arası dayanışma

*AKD ile ilgili bilgiler Dernek tarafından sağlanmıştır.

örneği verilmiş ve Kıbrıs mutfağını kayıt altına alıp, gelecek nesillere taşınmak istenmiştir. Kitabın iki dilli yayınlanması, Kıbrıs mutfağının tüm dünya ile paylaşılmasına yardımcı olmuştur.

Tematik Konser

AKD'nin faaliyetlerinden birisi de 2002 yılından beri düzenli olarak 'Tematik Konser' düzenlemesidir (Akovadan iki gencin trafik kazasında kaybedilmesi nedeniyle 2007 ve 2008 yıllarında düzenlenmemiştir). Sponsorlar bulunarak yürütülen ve bu beldede düzenlenen tek konser olma özelliği ile yaklaşık 5000 kişiye sunulabilmektedir. 'Trafik kazalarını önleme' ya da 'uyuşturucuya hayır' gibi temalar kullanılmaktadır.

Diğer faaliyetler ise şöyle sıralanabilir:

Eğitici Seminer/Konferanslar

- Aile içi şiddet konulu seminer
- Kalp hastalıkları, şeker hastalıkları hakkında konferans
- Cinsel yolla bulaşan hastalıklar hakkında konferans
- Kadınlar için spor ve aerobik

Kampanyalar

- Kanser hastaları ile dayanışma kampanyaları
- Osteoporoz konusunda konferans ve yıllık testler ile ilgili kampanyalar
- Kişilerin yaşam kalitesini yükseltmek, kişiliklerini güçlendirmek için düzenlenen seminer, konferans, kurs ve kampanyalar,
- 8 Mart Uluslararası Kadın dayanışma günü kutlamaları ve faaliyetleri

Eğitim Çalışmaları

- Yetişkinler için okur-yazarlık eğitimi
- Belde sakinleri için kurslar: bilgisayar, ingilizce, ilk-yardım ve benzeri kurslar
- Toplumsal cinsiyet konusunda farkındalık artırıcı çalışmalar

Derleyenler:

Nesrin Dağ ve Alheri Bawa Magaji

Araştırma Asistanı

Doğu Akdeniz Üniversitesi-Kadın Araştırmaları ve Eğitimi Merkezi

Gazimağusa- Kuzey Kıbrıs



Akova Women's Association[†]

The women's Association of Akova (Gypsos) started in 2001, focusing on the needs of rural people in order to contribute to the empowerment of citizens that are educationally and culturally disadvantaged. Another aim of the association is to create a more productive and knowledgeable society by providing equal opportunities for citizens, especially women residing in rural areas, and also equal opportunities for citizens irrespective of sex, age, location and economic circumstances.

The association believes that participation of women and youth in the society is a right rather than a privilege, and the absence of amenities, facilities, and opportunities in rural areas hinders this. The Association has a community center building in the village that consists of a computer laboratory and a gymnasium, and where activities like educational conferences and awareness seminars are organized.

Some of the activities organized since its establishment in 2001, are:

Conferences

Series of Conferences by the Mediation Association on topics such as family communication skills, how to say no, controlling anger in football, controlling anger in traffic, etc.

Campaigns

- Campaign and Competition for Children to encourage them to drink milk
- Campaign for Cancer Patients Association
- Cleaning Campaign
- Campaign for early detection tests for cancer
- Annual campaign for osteoporosis tests

[†] The note is prepared from the information provided by the Association.

Seminars

- Series of Seminars by the Mental Health Association, on Parenting Skills.
- Seminar on Gender Mainstreaming.
- Seminar on Domestic Violence
- Seminar on Self Actualization and Leadership

Projects

- A project to help strengthen other Women Organisations in the area was implemented. During this project AWA acted as mentor to 5 organisations, Yıldırım Kadınlar Derneği, Mormenekşe Kadınlar Derneği, Yeni Boğaziçi Kadınlar Derneği, Aygün and Nergisli Kadınlar Derneği. Training on Strategic Planning, Vision and Mission were implemented as well as a trip to Istanbul to visit other NGO's.
- The Association, together with its Partner, The Turkish Union for Civil Servants aims to implement a project called "Strong Women for a Strong Civil Society : Training the Trainers and Raising Awareness on Domestic Violence"

Publications

The association printed a Cook Book called "Tastes from Cyprus" / "Kıbrıs Mutfağından Tatlar". It is a book which documents the cultural cuisine for future generations. In addition, as it has been printed in both Turkish and English it serves the British community living in Cyprus as well as citizens of Cyprus who live abroad. Therefore, it also carries the cultural cuisine to other parts of the World. It is also a very major example of solidarity as the book was compiled from recipes taken from 110 women and men, tested, tasted, photographed and edited by a group of women, designs were made by an Iranian couple living in Cyprus. Editors consisted of Turkish Cypriots, Cypriots who came from England, Australia, as well as people from the U. S.A. and the Graphic Designers from Iran. All the work was voluntary and took approximately 2 years to complete. The first edition was sold out within 5 days of the launch.

Thematic Concerts

A major event is a Concert which has been organized sine 2002, with the exception of 2007 and 2008 (which had to be cancelled because of the loss of 2

young people from Akova in Traffic Accidents). This concert has been held with a theme "Prevention of Traffic Accidents" and in the later years "No to Drug Abuse". It is funded by sponsors and free to the public. It draws an audience of about 5000 and is the only one to be held in the village.

Other Activities

In addition to the above, the Association is organizing visits to the junior school in Gypsos/Akova and if possible, schools in nearby villages to educate students on prevention of traffic accidents and traffic safety. The Association has also organized Literacy Course for Adults, 8th March International Women's Day Celebrations each year, Children's Reading and Play Club held during the summer holidays, Chess Club for Children, Planting of Trees and Folk Dancing for youth.

Compilers:

Nesrin Dağ and Alheri Bawa Magaji
Research Assistants
Eastern Mediterranean University-Center for Women's Studies
Famagusta- North Cyprus

Doğu Akdeniz Üniversitesi Kadın Araştırmaları ve Eğitimi Merkezi Kadın/Woman 2000

Yayın İlkeleri

Genel İlkeler

- 1) Yazarlar, *Kadın/Woman 2000*'de yayımlanmasını istedikleri bilimsel çalışmalarını aşağıdaki e-posta adresine göndermelidirler:
jws.cws@emu.edu.tr
- 2) *Kadın/Woman 2000*, Türkçe ve İngilizce olmak üzere iki dilde yayınlanır.
- 3) *Kadın/Woman 2000*'e gönderilen yazılar, başka bir yerde yayımlanmamış olmalıdır. *Kadın/Woman 2000* Yayın Kurulu tarafından yayımlanmak üzere kabul edilen yazılarda, DAÜ – Yayınevi bütün yayın haklarına sahiptir. Ancak yazarlar yayınlanan bilgileri kısmen *Kadın/Woman 2000*'ne atıfta bulunmak üzere başka yayınlarında kullanabilirler.
- 4) Yazılardaki düşünce, görüş, varsayım, tez ya da savlar yazarlarına aittir. Doğu Akdeniz Üniversitesini veya Kadın Araştırmaları ve Eğitimi Merkezini bağlamaz.
- 5) Tüm yazılar, yazar(lar)ın kimliği saklı tutularak konu ile ilgili en az iki akademik danışman tarafından incelenir. Yapılan değerlendirme hakem isimleri gizli tutularak yayın kurulu başkanı tarafından yazarların bilgisine sunulur.
- 6) Yayın Kurulu, yayıma gönderilen yazılarda düzeltme yapabilir. Bunlar yayımdan önce yazarın bilgisine sunulur.

Yazım Kuralları

- 1) Yazılar yayına uygun olarak hazırlanmış figür ve tablolar ile birlikte elektronik olarak gönderilmelidir.

- 2) *Kadın/Woman 2000*'e gönderilecek yazılar, tercihen Times New Roman fontu ile 12 punto olarak yazılmalıdır. Yazıların uzunluğu makalelerde 25-30 sayfayı veya 9000 kelimeyi aşmamalı, kitap tanıtımlarında ise 1-7 sayfa veya 500-2500 kelime arasında olmalıdır.
- 3) Türkçe yazılarda Türk Dil Kurumunun İmlâ Kılavuzu esas alınmalı, yabancı sözcükler yerine olabildiğince Türkçe sözcükler kullanılmalıdır. Türkçede pek alışılmamış sözcükler yazıda kullanılırken ilk geçtiği yerde yabancı dildeki karşılığı parantez içinde Türkçe ve İngilizce olarak verilmelidir. İngilizce yazılarda ise *Oxford English Dictionary* veya ekleri örnek alınmalıdır.
- 4) Yazılar başlık sayfası, ana metin, kaynaklar, ekler, tablolar, şekil başlıkları, şekiller, yazar notları ve yazışma adresi ile yazı Türkçe yazılmış ise İngilizce, İngilizce yazılmış ise Türkçe olarak genişletilmiş özet (Abstract) bölümlerini içermelidir. Yazarın makalesini hem Türkçe hem de İngilizce olarak göndermesi halinde yazısı iki dilde de yayımlanabilecektir.
 - a) Başlık sayfası en fazla 10-12 kelimedenden oluşan makale başlığını, (kelimeler arasındaki boşluklar ile beraber en fazla 50 karakter), yazarların adı ve soyadı, ünvanı ve çalıştığı kurumu içermelidir.
 - b) Türkçe ve İngilizce olmak üzere 'Özet' ve 'Abstract' başlıkları altında her iki dilde de 300 kelimeyi geçmeyecek şekilde hazırlanmalıdır. Türkçe ve İngilizce özetin her biri yeni bir sayfadan başlamalıdır. Bunların altında ayrıca 'Anahtar Kelimeler' ve 'Key Words' başlıkları ile makale ile ilgili önemli anahtar kelimeler (en fazla 10 kelime) yazılmalıdır.
 - c) Ana metin yeni bir sayfadan başlamalıdır.
 - d) Metin içinde atıfta bulunulan kaynak ve şahıslar (Yazar soyadı, Yayın yılı, ve atıfta bulunulan sayfa numarası, (Brown, 2003: 23) şeklinde verilmelidir. Metinle ilgili ek bilgiler üst numaralarla verilmeli, metin sonundaki Notlar kısmında aynı numara ile eklenmelidir.
 - e) Şekillere başlık ve numara verilmeli, başlıklar tablo ve figürlerin üzerinde yer almalı, kay-naklar ve figürlerle ilgili notlar ise alta yazılmalıdır.

- f) Tablolar metin içine konmayıp, her biri ayrı bir sayfaya yazılmalı, metin içindeki yeri marjın içinde belirtilmelidir.
- g) Makalede yer alması istenen resimler veya çizimler yayıma hazır şekilde gönderilmelidir. Resimler makalede yer alışı sıralarına göre numaralandırılmalı, metin içindeki yerleri Resim 1, Resim 2 şeklinde parantez içinde gösterilmeli, resimlerin arkalarına ise resim numaraları, yazarın soyadı ve kısaca makale ismi yazılmalıdır. Ayrıca bunlara ait açıklamalar ayrı bir sayfada sıra ile belirtilmelidir. Resimler disket veya CD üzerinde TIFF formatında gönderilebilir.
- h) Denklemlere sıra numarası verilmelidir. Sıra numarası parantez içinde ve sayfanın sağ tarafında yer almalıdır. Denklemlerin türetilişi kısa olarak gösteriliyorsa, hakemlere verilmek üzere türetme işlemi bütün basamaklarıyla ayrı bir sayfada gösterilmelidir.
- i) Metinde yararlanılan tüm kaynaklar ayrı bir sayfadan başlayarak alfabetik sırada Kaynaklar başlığı altında şu sıraya göre verilmelidir: Yazar Soyadı Adı (Yayın yılı). *Kitap ismi* (italik harflerle) veya makale ismi, *Dergi adı* (italik harflerle) Basım yeri: Basımevi, dergide yer aldığı sayfa numaraları. Kitap isimleri *Italik* harflerle, makale isimleri normal harflerle, dergi adı *Italik* olarak yazılmalıdır. Ayrıca yayımlanmamış kaynaklardan yapılan alıntılar da tam olarak anlaşılacak şekilde kullanılmalıdır.

Örnekler:

Foucault M. (1979). *Discipline and Punishment: The Birth of the Prison*. Harmondsworth: Penguin Books.

Van Dijk T. A. (2006). Discourse and Manipulation, *Discourse and Society*, 17 (2):359-383.

Burada değinilmeyen konular için APA yazım şartlarına başvurulabilir. Kaynak: Hacker, D. (2004) "APA" *A Pocket Style Manual*. Boston, New York: Bedford/St. Martin's:155-182.

- 5) Bu duyuruda belirtilen kurallara uymayan yazılar, gerekli düzeltmelerin yapılması için yazarlarına geri gönderilir. Yayın Kurulu tarafından yayımı uygun bulunmayan yazılar bir nüsha olarak varsa orijinal tablo ve figürleriyle birlikte yazara iade edilir.

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Kadın / Woman 2000
Kadın Araştırmaları ve Eğitimi Merkezi
Doğu Akdeniz Üniversitesi
İşletme ve Ekonomi Fakültesi- Ek Binası
BE280
Gazimağusa - KKTC
Tel: (392) 630 2269
Fax: (392) 392 365 1017
e-mail: jws.cws@emu.edu.tr
<http://kwj2000.journal.emu.edu.tr>

**Eastern Mediterranean University
Center for Women's Studies
Kadın / Woman 2000- Journal for Women' Studies**

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- 6) The publisher and editors reserve the right to copyedit and proofread all the articles accepted for the publication. Copy of edited manuscripts will be sent to authors prior to publication.

Instructions to Authors

- 1) Contributors must submit their manuscripts electronically including the original figures and tables to the editor.
- 2) Manuscripts must be typed in double-spaced, with Times New Roman 12 font. The length of the articles should not exceed 9000 words and the book reviews may be around 500-2500 words.
- 3) The spelling guidelines of The Foundation of Turkish Language for the Turkish manuscripts must be taken as standard for the spelling of loan words in Turkish. Loanwords accepted in English usage should be spelled in accordance with the *Oxford English Dictionary* and its supplements. Other foreign words must be written in Italics and explained in parenthesis or at deep notes if necessary.
- 4) Manuscripts must consist of the title page, the abstract pages, both in Turkish and in English, the main article, appendix, tables, figure captions, figures, end notes, the correspondence address of the author. All these must be written on separate pages. Articles sent in both languages Turkish and English will be published together.
 - a. A title page should be prepared carrying the article title consisting of not more than 10-12 words (maximum 50 characters including the spaces), author's full name (in the form preferred for publication), and author's affiliation including mailing address.
 - b. Abstracts, not exceeding 300 words both in Turkish and English must begin from new pages. Below these the 'Key Words' and 'Anahtar Kelimeler' (not more than 10 words) must be added.
 - c. The article must begin from a fresh page.
 - d. References should be given in the text in this format: (Surname of the Author, Year of publication and page(s) quoted), (Brown, 2003:

23). Other additional information may be numbered consecutively and appear as footnotes.

- e. Quoted unpublished material should have full location reference.
- f. Tables and figures should have captions and numbers. The captions of the tables and figures must be written on the top, and references and explanations related to the figures must be written below the table.
- g. Original drawings or pictures must be submitted in a form ready for the printer. Each illustration should bear a number. Captions should be presented separately on a sheet at the end of the manuscript and should be identified by number.
- h. Equations should be numbered consequently. Equation numbers should appear in parentheses at the right margin. In cases where the derivation of formulae has been abbreviated, it is of great help to the referees if the full derivation can be presented on a separate sheet (not to be published).
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Foucault M. (1979). *Discipline and Punishment: The Birth of the Prison* . Harmondsworth: Penguin Books.

Van Dijk T. A. (2006). Discourse and Manipulation, *Discourse and Society*, 17 (2):359-383.

5) The points not mentioned here please consult APA style or Hacker, D. (2004) "APA" *A Pocket Style Manual*. Boston, New York: Bedford/St. Martin's:155-182.

- 6) Articles that do not obey these rules will be returned to the author for the necessary changes. Papers not accepted by the editorial board will be sent back to the author together with the original figures and tables.

Correspondence Address

Kadın / Woman 2000

Center for Women's Studies

Eastern Mediterranean University

Faculty of Business and Economics- Annex Building

BE280

Gazimağusa - North Cyprus

(Via Mersin 10 - Turkey)

Tel: (+90 392) 630 2269

Fax: (+90 392) 392 365 1017

E-mail: jws.cws@emu.edu.tr

[http:// http://kwj2000journal.emu.edu.tr](http://http://kwj2000journal.emu.edu.tr)

Bu Sayıda Katkıda Bulunan Yazarlar / Authors in This Issue

(Alfabetik olarak / In alphabetical order)

Makaleler / Articles

Dr. Redien-Collot
ADVANCIA Deputy Director
Paris-France

Dr.Karen Howells
European University of Lefke
Lefke - North Cyprus

Assoc. Prof. Dr. Hatice Jenkins
Eastern Mediterranean University
Famagusta-North Cyprus

Assoc. Prof. Dr. Salih Katırcıoğlu
Eastern Mediterranean University
Famagusta-North Cyprus

Dr Branka Krivolapic Skoko
Charles Sturt University
Bathurst-Australia

**Kitap Tanıtımı /
Book Reviews**

Asst. Prof. Dr. Gözde İnal
Cyprus International University
Nicosia-North Cyprus

Nicole Avdelidou-Fischer
Centre for Research in Equality
and Diversity
School of Business and
Management
Queen Mary, University of London
London – United Kingdom

**Kadın Çalışmaları ile ilgili
Etkinlikler ve Raporlar
/ Activities and Reports on
Women's Studies**

Nesrin Dağ
Research Assistant
Eastern Mediterranean University
Center for Women's Studies

Alheri Bawa Magaji
Research Assistant
Eastern Mediterranean University
Center for Women's Studies

Bu sayıda hakemlik yapanlar / Referees in this issue
(Alfabetik olarak / In alphabetical order)

Professor Mustafa Özbilgin
Professor of Human Resource
Management
Norwich Business School
University of East Anglia
United Kingdom

Dr. Ahu Tatlı
School of Business and
Management
Queen Mary, University of London
London-United Kingdom

Assoc.Prof Dr. Mustafa Tümer
Department of Business
Administration
Faculty of Business and Economics
Eastern Mediterranean University
Famagusta-North Cyprus

Dr Carol Webb
Sheffield Business School
Sheffield Hallam University
United Kingdom

Assoc. Prof. Dr. Glenice Wood
Deputy Head (Learning & Teaching)
School of Business
University of Ballarat-Australia

Assist Prof. Dr. Halil Yıldırım
Zonguldak Karaelmaz Üniversitesi
İ.İ.B.F. İşletme Bölümü
Zonguldak-Turkey