

Enterprise Competitive Advantage and Motivational Factors as Determinants of Entrepreneurial Skills of Women Entrepreneurs

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Abstract- *The study was conducted to explore enterprise competitive advantage and motivational factors of women entrepreneurs of Davao Region as determinants of entrepreneurial skills of women entrepreneurs. This research used the quantitative non-experimental design employing the descriptive - correlation method. The participants of the study were 400 women entrepreneurs from different areas of Davao Region. The findings of the study revealed that the levels of competitive advantage and motivational factors of women entrepreneurs were high while the level of entrepreneurial skills of women entrepreneurs was very high. Likewise, there was no significant relationship between enterprise competitive advantage and entrepreneurial skills, but there was significant relationship between motivational factors and entrepreneurial skills of women entrepreneurs. In the same manner, there was significant combined influence of enterprise competitive advantage and motivational factors in entrepreneurial skills of women entrepreneurs but on their singular capacities, only motivational factors significantly influence entrepreneurial skills of women entrepreneurs.*

Keywords- *business administration; enterprise; competitive; motivational factors; entrepreneurial skills, Philippines*

1. INTRODUCTION

Women entrepreneurs who are always busy in their daily activities, personal life, social life and other community involvement find little time to develop the talents and skills they have in order to have income generating jobs as business women. This is a task women entrepreneurs have to face with courage and determination if they want to have their own business for the first time. Accordingly, spending time to learn the different skills in handling the business help the business enterprise grow and identified correct future mistakes. While it is easy to count the difficulties of being a woman, it is also easy to think of some significant and positives beliefs which encourage women to be entrepreneurs. As entrepreneurs, healthy competition adds life to business. In healthy competition, ultimately consumers win. Competition lower prices, customers have choices on different quality of products or services at an affordable price. Competitive advantage exists if the same benefits at lowest cost offer the same product as the competitors. Moreover, competitions bring product innovation, good quality services and bring comfort and satisfaction to customers (Jamali, 2009; Tambunan, 2009; & Taylor, 2019).

Motivation is one of the many factors for women entrepreneurs to venture in business and become successful business women. Motivation gives rise to women decisions to be entrepreneurs. Women entrepreneurs are motivated to start a business not only to be financially and economically independent but also

because they are influenced by their families. The family has an impact for the success of woman entrepreneurs. Many women entrepreneurs have support from family members and close friends in managing a business. Motivation is essential in order to guide the entrepreneurs toward their defined objective, without motivation entrepreneur cannot attain the goal and purpose or direction on the business the entrepreneurs venture (Alam, Jani, & Omar, 2011; McKay, n.d.).

According to the study, an individual may have sufficient money and motivation to start a business but if he lacks skills as an entrepreneur, then nothing happens. Hence, to start a business, it is necessary to know the skills of an entrepreneur and the motivation in the business. Essential skills and strong motivation became important factors in handling the issue of entrepreneurial challenges (Alam et al. 2011; Frese, 2009; Carsrud & Brannback, 2009).

Despite the fact that women entrepreneurship helps in creating job opportunities for people who need work only few know about the real motives why women venture in enterprise and what entrepreneurial skills of women entrepreneurs could motivate them with an enterprise competitive advantage over their competitors. This study is useful to those entrepreneurs who are motivated to engage in business and willing to compete with other entrepreneurs. These factors are considered as skills of women entrepreneurs. The essential skills of women entrepreneurs give an edge over their rivals that bring success.

It is in this context that the researcher realized that there is a need to explore the problem of enterprise competitive

advantage and motivational factors as determinants of entrepreneurial skills of women entrepreneurs in Davao Region.

1.1 Research Objective

This study aimed to determine the singular and combined influence of enterprise competitive advantage and motivational factors on the entrepreneurial skills of women entrepreneurs. Specifically, it had the following objectives:

- To measure the level of enterprise competitive advantage of women entrepreneurs in terms of personal qualities; professional qualities; and market and product strategies.
- To describe the level of motivational factors of women entrepreneurs in terms of ambitions; skills and knowledge; family support, market opportunities, independence; government subsidy; and satisfaction.
- To assess the level of entrepreneurial skills of women entrepreneurs in terms of technical skills; managerial skills; entrepreneurial skills; and personal maturity skills.
- To determine the significant relationship between enterprise competitive advantage and entrepreneurial skills; and 2 motivational factors and entrepreneurial skills.
- To determine the singular and combined influence of enterprise competitive advantage and motivational factors on the entrepreneurial skills of women entrepreneurs.

1.2 Hypothesis

The following null hypotheses below were tested at the significant level of 0.05:

- There is no significant relationship between enterprise competitive advantage and entrepreneurial skills; and motivational factors and entrepreneurial skills.
- None of the domains of entrepreneurial competitive advantage and motivational factors significantly influence the entrepreneurial skills of women entrepreneurs.

2. REVIEW OF RELATED LITERATURE

The presented readings were taken from different literatures and studies from different authors which have essential bearing on the researcher's topic. The readers will have to understand the variables in this study through the readings presented.

2.1 Enterprise Competitive Advantage

Competitive advantage of women entrepreneurs as explained by Hamilton Coplin (2002) is a condition that when the profit exceeds more than the average income, then a business is said to possess a competitive advantage over its rival. The aim of every business enterprise is to sustain the competitiveness of their business from their competitors. A competitive advantage exists if the same

benefits at lowest cost is deliver as same as the competitors. Thus, competitive advantage enables the firm to create superior value for its customers.

Furthermore, superiority and popularity of business is the competitive advantage of the business enterprise over its competitors. When the same products or services are offered to customers with lower value than the competitors, then competitive advantage comes in (Porter, 1985).

More so, when the customers are satisfied with the services or product offered by the enterprise with a mutually satisfying customer seller relationship much better than the competitors then the enterprise has a competitive advantage over the opponent. In addition, competitive advantage as in any characteristic enables competitors to beat its peers in achieving a goal. The three important factors in evaluating competitive advantage are uniqueness of producing a homogenous product in a unique way, sustainability and relevance in achieving goals (Ferrell & Hartline, 2010; De Meer, 2014).

The independent variable enterprise competitive advantage has the following indicators: personal qualities, professional qualities and product and market strategy. Personal qualities, the first indicator of enterprise competitive advantage of entrepreneurs should know how to adjust to different situations that come their way in business enterprise. Women experience the greatest success and fulfilment in life when she chooses to become an entrepreneur and have a business in sync with her *personality traits* (Wagner, 2012).

Personality traits of successful entrepreneurs are goal oriented. They are individuals who work hard for the good of the business. These people are positive thinkers and consider failures and trials as challenge for improvement and success. It is fortunate enough if you possess these personal qualities but now they can be learned. Nowadays, through the help of technology, seminars and books, it is not hard to become great entrepreneurs (Patricio & Neyland, 2014).

The second indicator is professional qualities. Business professionals are resilient. Exceptional business professionals are a positive thinkers and with strong sense of organization, patience and fortitude. However, women who are professional have the inner strength and tenacity to remain successful over the long term. These professional qualities have specialized knowledge and intensive academic preparation. Exceptional business professionals see well in other people. Accordingly, professional individual give importance to one's intelligence and character displayed and perceive them as people interested to learn and grow and be successful. Also, exceptional business professionals see well and good in other people. They value the knowledge and good character of an individual and make them an inspiration to be successful in their life. Furthermore, successful and professional businessmen rejoice over the success of other businessman because they see themselves on them (Campbelle, 2015).

Good professional entrepreneurs have strong interpersonal character. Interpersonal character traits are skills on how to get along with other customers. How they interact and communicate with other customers, and mastery in knowledge and academic are attributes of good professional nevertheless, traits and character of women entrepreneur give more weight to define good business professionals. Knowledge and skills is important in solving problem or decision making whenever enterprise faces difficulty (Garet, Porter, Desimone, Birman & Yoon, 2001).

A professional is someone who has undergone training in certain skills or area of knowledge. They have the certificate as a professional in that field of study by the regulatory body or institution or government and a continuous display of good character traits or virtues befitting of his status. Professionals never feel shy in gaining knowledge and they updated themselves with modern times through active participation in training programs, external consulting advice, online and offline resources (Thaker, 2015).

Market and product strategies are the third indicator of enterprise competitive advantage. Market and product strategies include manufacture or purchase of products in wholesale and when the products reach to the hand of the customers that is the beginning of the product and market strategy. Strategy stages include, marketing testing, setting prices, training sales force and promotion (Suttle, 2016).

Product is defined as strategy of high-level plans that helps reach the aim to satisfy the needs of the customers and the return of investment of the entrepreneurs (Pichler, 2015). Also, planning a product strategy determines the direction of the product through identifying the repeat buyer or consumer and to have an idea when to produce another set of products.

Furthermore, planning a place where to market the product as well as the distance is considered product strategy. Destination and route planning is a strategic move of entrepreneurs who have the vision that business enterprise will grow in the future. Learning different strategies on product distribution is saving effort and time which is a great savings for company. Knowing about it is an advantage. In addition, knowledge plus action will attain one's goal and beyond. Successful entrepreneurs take risk and work hard in doing the best to prove everything is under control (Ferrell & Hartline, 2010; Mars, 2014).

2.2 Motivational Factors

Motivation is the combination of different factors combination of the person's intension, motive and action. It is a choice made by an individual through alternative form of voluntary activity. Motivation as a behavioural process gives purpose and direction, the desire and eagerness that drive women entrepreneurs to achieve the desired dream in life. Motivation is sometimes described as when someone is willing to accomplish something and inspired to work well. In entrepreneurship, the feeling of

achieving something no matter what happens that drives a person to be an entrepreneur is motivation (Krishnamoorthy&Balasubramani, 2014; Nurun, Monirul, Mahady, &Abdullah , 2017).

Accordingly, though individual may have sufficient money and technical skill to start a business but no motivation then nothing happens. Because of the economic contribution and positive outcome to the society, entrepreneurship is globally that work within one' self.

The contribution of entrepreneurship is now widely recognized both the firm level and the society level. Administrative innovations, product promotions and product processes are considered under firm level while finding job, learning new technologies and new ideas are considered under the society level is to find job, ready to learn new technologies, new ideas to grow and to support restore the economy with the same value and social relation worldwide are under society level (Frese, 2009; Singer &Doktor, 2010).

Ambitionas the first indicator of motivationisdefined as a model of motivation under hierarchy of needs as being fulfilled. It is the feeling of being satisfied experienced by every individual. Furthermore, self-actualization is a continual process of discovering oneself and knowing other potentials within. A self- actualized is one who creatively and fully uses all his potential in life. A person who do not stop growing and learning as a professional (Karambani, 2014; Jesurajan, 2011).

Likewise, ambition is defined as aspirations to make a person active in the outlook of their lives, and to add meaning to it. Ambition is the mother of all motives. It nourishes the desire for achievement for those who wants to be an entrepreneur. It is also advice that women entrepreneurs should be more ambitious, wise and self-confident. Entrepreneurs need to maximize their strengths to be proactive and to help others. As entrepreneurs one should be ready to face any challenges and have a critical perspective. Always take charge of the situation and not be forced into situation (DilliBabu&Rathnakuma, 2013).

Further, women are more ambitious than men because of their character traits. These traits are natural skills of women, very organized, and emotionally mature. Women entrepreneurs are ambitious and desire to be successful in their business, willing to take the necessary risks to achieve their objective as entrepreneurs (Lobel, 2015).

Moreover, skills and knowledge is an important motivation for women entrepreneurs. Proper education and good training is an attribute to attain decent work. Comparably, a person's skill, knowledge and experience are needed in labor market (Khan, Kiani, Asheen, &Husnain, 2009).

Family support as an indicator for motivational factors has been defined as balancing the time for work and family and being independent as one of many keys motivational factors of women entrepreneurs. Women entrepreneurs make sure to spend quality time with family even though they are busy being entrepreneurs. Women entrepreneurs need strong support morally and financially from spouse,

relatives, and friends to survive in their business (Ducheneaut&Orhan, 1998).

Independenceasanother indicator for motivational factor defined as the desire for autonomy. Entrepreneurs have desire to manage their own business and make major decisions by themselves. In the same way, women decide to go into business with an idea they believe in, the desire to be independent, the drive for financial success, and the desire of women to be a boss (Delmar & Davidson, 2000).

2.3 Entrepreneurial Skills

Entrepreneurial skill can be defined as the ability of entrepreneurs to create, exploit ideas and discover something new for the enterprise with great value to share not only for personal satisfaction but for customers as well. Women entrepreneurs will be more successful in the field she involves in if she has skills and expertise in a field where she chooses. To start a business, it is necessary to learn the specific skills and make it as guide to be successful in the business. Man adjusts life by means of skills (Adeyemo, 2010).

Entrepreneurship skills referred as soft and hard skills. On the research, the soft skills can be defined as the behavioural skills or personal qualities, habits, attitudes and social graces while hard skills are administrative attributes and knowledge in organizations. Soft skills are interpersonal skills, personal and social skills and cognitive skill while hard skills are technical (Sousa, 2014).

Technical skillsare an extensive array of methods, techniques, tactics, strategies, and ideas of an entrepreneur to help the business grow. It is a specialized task which includes operating system and programming. Technical skills are the knowledge and abilities needed to accomplish mathematical, engineering, scientific or computer-related duties, as well as other specific tasks relating to technology (Katz, 2012).

The ability to use a computer, cellular phone and other electrical devises are technical skills which are needed for women entrepreneur to reach out customers. Using emails data processing for marketing or relaying information is a technical skill for women to learn and develop (Doyle, 2017).

Managerial skills are the ability of the individual to manage business enterprise. Managerial skills are skills to communicate and inter act others people. Managerial skills include good communication skills, leadership skills decision making skills and problem solving skills. Through daily activities and experience this skills will develop and improve (Moore, 2012; Papulova&Mokros, 2007).

Another skill of women entrepreneurs is Personal Maturity Skills According to the study, personal maturity skills is a skills that are attached to once personality, more like habits. It is how you carry yourself, having a clear perception of your personality, including strengths, weaknesses, thoughts, beliefs, motivation, and emotions. Women entrepreneurs with personal maturity skills know how to handle pressures and have the ability to manage

time, and importantly entrepreneurs give more attention to personal appearance (Kutzhanova, Lyons, & Lichtenstein, 2009; Simpeh, 2011).

Accordingly, mentally healthy are emotionally mature people. Maturity does not just come with age, but it is an essential characteristic of a good leader. Entrepreneurs learned to accept the truth that not all things are favourable to happen. Entrepreneurs must have a positive attitude to any changes that go along the way. Mature people know how to accept thing to happen either it is success or failure (Campbelle, 2015; Manukyan, Golovey, &Strizhitskaya, 2015).

2.4 Correlation between Measures

This study looks at the relationship between enterprise competitive ad motivational enterprise competitive advantage and entrepreneurial skills and theories on the relationship between motivational factors and entrepreneurial skills. Enterprise competitive advantage are goods or services offered to customers with attractive value against a competing product. When a firm or entrepreneur does better than its competitors and maintains a satisfying relationship with other customers, then an entrepreneur is said to have a competitive advantage. When an entrepreneur learns the specific skills on how to be competitive, this will be a guide to become successful (Ferrell & Hartline, 2010).

Women entrepreneurs who are being motivated are more satisfied and become successful in business, and when their skills and knowledge as an entrepreneurs are suited to the field they choose. With the skills like technical skills, managerial skills, personal maturity skills, and entrepreneurial skills, women entrepreneurs will be more competitive in business. The entrepreneurial skills and competitive of women entrepreneurs are barometers for entrepreneurs to become successful. In the same manner, motivational factors have direct effects on skill composite factors of women entrepreneurs. Persons who are highly motivated to become entrepreneurs have big chances to discover the hidden talents and skills (Thompson, 2009).

Particularly, an individual may have sufficient money and technical skill to start a business but if there is no motivation, then nothing will happen. It is the same when a person has motivation to be an entrepreneur but no skills then nothing happen and nothing to accomplish (Frese, 2009).

2.5 Theoretical Framework

First, this is anchored on the theory about entrepreneurial competitive advantage that an enterprise is said to have a competitive advantage against the competitors and if its profit exceed more than the average income. According to Hamilton Coplin (2002), enterprise competitive comprises the following qualities and strategies: personal qualities, professional qualities and market strategies. These qualities and strategies are the characteristic of women entrepreneurs who are ready and willing to compete with other enterprise.

On the other hand, motivational factors were anchored on the theory about motivation that drives women to be more competitive on her business. The following indicators are: ambition, skills and knowledge, family support, market and opportunities, independence, government subsidy and satisfaction. These identified indicators may help the entrepreneur in particular and policy making in general (Krishnamoorthy&Balasubramani, 2014).

Lastly, entrepreneurial skills anchored on the theory about the skills of women entrepreneurs that are deemed important as women entrepreneurs. Women entrepreneurs will be more successful in the field she involves in if she has skills and expertise in the field where she chooses. These skills are technical skills, managerial skills, entrepreneurial skills and personal maturity skills. These identified skills are contributors for women entrepreneurs to become successful entrepreneurs (Smith, Schallenkamp&Eichholz, 2007).

3. METHOD

3.1 Research Design

This study utilized the quantitative non-experimental approach using descriptive correlation technique. Bryman and Bell (2005) described that the quantitative method as a means of data approaches which collects data with the aim to test theories. Quantitative research focuses on measurements, generalization and replication. In this quantitative study, the researcher utilized the descriptive and the statistical, mathematical, or numerical analysis of data collected through questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. In this quantitative study, the researchers utilized the descriptive correlation design where information was collected without changing the environment.

The descriptive-correlation method is the appropriate research design in this study since it entails to find out the relationships between women entrepreneurial skills, the motivational factors and its competitive advantage as women entrepreneurs.

3.2 Population and Sample

The study was conducted in Davao Region, Philippines. Davao Region, formerly called Southern Mindanao is an administrative region in the Philippines, designated as Region XI. It is situated at the south-eastern portion of Mindanao, comprising five provinces. Specifically, it in the provinces of Compostela Valley, Davao del Norte, Davao del Sur, Davao Oriental and Davao Occidental.

The respondents of the study were the women entrepreneurs of Davao Region. The study covered Davao City, 225 women entrepreneurs (56.25%); Toril Davao City, 40 entrepreneurs (10%); Mati Davao Oriental, 15 entrepreneurs (3.75%); Nabunturan Davao Oriental, Five entrepreneurs (1.25%); Tagum City, 15 entrepreneurs (3.75%); Santa Cruz, Davao Del Sur, 20 women entrepreneurs (2.5%); Digos City, 20 women entrepreneurs (5%); Panabo City, 20 women entrepreneurs, Samal Island

Davao del Norte, 20 women entrepreneurs (5%); Malita, Davao Occidental, 10 women entrepreneurs (2.5%), and Compostela Valley, 20 women entrepreneurs (5%); The researcher made use of 400 samples as the maximum number of respondents registered in the DTI 2015-2016 women entrepreneurs of Region XI or Davao Region.

3.3 Research Instrument

This study made use of adapted questionnaire that was contextualized to fit in the local setting. The questionnaire was divided into three parts. The first part of the questionnaire dealt with enterprise competitive advantages as put forth by Hamilton Coplin (2002). It includes the following indicators *personal qualities, professional qualities, and market and product strategies*. The second part dealt with motivational factors with indicators such as *ambitions, skills and knowledge, family support, market opportunities, independence, and government subsidy* as conceptualized by Krishnamoorthy and Balasubramani (2014). The third part dealt with entrepreneurial skills by Smith, Schallenkamp and Eichholz (2007) composed of the following indicators namely technical skills, managerial skills, entrepreneurial skills, and personal maturity skills.

3.4 Research Tools

The following statistical tools were used in the analyses of the research data in answer to the objectives of the study:

- Mean and Standard Deviation*. This was used in the answering of the research objectives one, two, and three. This tool was also employed to establish the profile of the respondents that described their competitive advantage and motivational factors and entrepreneurial skills of women entrepreneurs.
- Pearson-r*. This was applied in measuring the level of linear relationship between the independent variable and sub variable (Competitive Advantage and Motivational Factors) and the dependent variable (Entrepreneurial Skills).
- Regression Analysis*. This method was used in data analysis in which the relationship among variables are presented in the form of an equation.

4. RESULTS AND DISCUSSION

4.1 Level of Enterprise Competitive Advantage of Women Entrepreneurs

Shown in Table 1 is the summary on the level of enterprise competitive advantage of women entrepreneurs in Davao Region. The overall mean score is 3.69 with the standard deviation of 0.76 and a descriptive level of High. This means that items relating to the enterprise competitive advantage of women entrepreneurs are oftentimes manifested.

The cited overall mean was the result gathered from the computed mean scores of all indicators arranged from highest to lowest as follows: *personal qualities* with a

mean score of 4.09 or *High*, followed by *professional qualities* with 3.91 described as *High*, and *market and product strategies* with 3.06 described as *Moderate*.

The High level result shows that women entrepreneurs have good personal qualities, practice professionalism in doing business and know how to make strategies for the good of the business. Women entrepreneurs are socially skillful, diplomatic, good divisor (risk taking) and having adequate ambition. This finding supported the idea of Patricio and Neyland (2014) that said the personality traits of successful women entrepreneurs are positive individuals who are willing to try new trends and look for opportunities to improve the business in order to reach the goal to become successful in the business woman.

Table 1: *Level of Enterprise Competitive Advantage of Women Entrepreneurs*

Indicator	SD	Mean	Descriptive Level
Personal Qualities	0.40	4.09	High
Professional Qualities	0.55	3.91	High
Market and Product Strategies	1.79	3.06	Moderate
Overall	0.76	3.69	High

Furthermore, professional woman are resilient, positive thinkers, and with strong sense of organization, patience and fortitude. This finding is connected with the study of Campbelle (2015) that women entrepreneurs are professional in nature. They are professional not only in terms of academic achievement but in dealing with others.

4.2 Level of Motivational Factors of Women Entrepreneurs in Davao Region

The level of motivational factor of women entrepreneurs in Davao Region is shown in Table 2. It has an overall mean score of 4.02 with a standard deviation of 0.27 and a descriptive equivalent of *High*. This means that the items relating to motivational factors of women entrepreneurs are oftentimes manifested.

As can be seen from the data, out of the seven indicators five of which got a descriptive level of *Very High* such as *family support* with the highest mean of 4.77, *ambition* with 4.51, *independence* with 4.45, followed by *skills and knowledge* with 4.40, and lastly, *satisfaction* with 4.27. The next two indicators obtained a descriptive level of *High* and *Very low* namely *market and opportunity* with 4.10, and *government subsidy* with 1.61, respectively.

The level of motivational factors of women entrepreneurs obtained a very high level. This shows that women entrepreneurs have a strong family support, are ambitious and independent. With the support of the family, women entrepreneurs are motivated to be entrepreneurs. This result is in line with the idea of Ducheneaut and Orhan (1998) that stated women entrepreneurs need support from their love ones, friend and relatives to survive in the business.

In same manner, women entrepreneurs are ambitious. This is because entrepreneurs tried to prove their talent with in business, having high esteem, being determined and have desire to become successful entrepreneurs. This finding is in connected with the idea of Lobel (2015) that explained women entrepreneurs are ambitious and willing to take risk in decision making to help their business grow.

Lastly, women entrepreneurs are financially independent, they provide jobs to others and they have access to capital. This data is consonance with the study of Delmar and Davidson (2000) that said Entrepreneurs have desire to manage their own business and make major decisions by themselves and have the desire to be a boss

Table 2: *Level of Motivational Factors of Women Entrepreneurs*

Indicator	SD	Mean	Descriptive Level
Family Support	0.45	4.77	Very High
Ambition	0.49	4.51	Very High
Independence	0.48	4.45	Very High
Skills and knowledge	0.55	4.40	Very High
Satisfaction	0.45	4.27	Very High
Market and Opportunity	0.78	4.10	High
Government Subsidy	0.58	1.61	Very Low
Overall	0.27	4.02	High

4.3 Entrepreneurial Skills of Women in Davao Region

The level of entrepreneurial skills of women entrepreneurs in Davao Region as shown in Table 3 has overall mean of 4.26 and a standard deviation of 0.27 with a descriptive level of *Very High*. This means that the items indicating to entrepreneurial skills of women entrepreneurs of Davao Region are always manifested.

Data shows that among the domains of entrepreneurial skills, *personal maturity skills* got the highest overall mean of 4.47, followed by *technical skills* with a mean score of 4.27, *entrepreneurial skills* with 4.26, and *managerial skills* which has the lowest mean score of 4.02.

The *Very High* level of entrepreneurial skills means that women entrepreneurs have personal maturity skills, technical skills and entrepreneurial skills. Entrepreneurs with personal maturity skills have the abilities to reflect and be introspective, cope with emotional problem and take responsibility for resolving problem. This finding supported the idea of Simpeh (2011) that stated entrepreneurs with personal maturity skills and have good personality.

On the other hand, women entrepreneurs with technical skills have the skills to obtain supplies or raw materials when the need arises, have the skills to identify equipment's and technologies, and the skills of women entrepreneurs to produce the product. This result is

connected with the idea of Doyle (2017) that stated technical skills are the ability to use a computer, cellular phone and other electrical devices which are needed for women entrepreneurs to reach out customers.

Table 3: *Level of Entrepreneurial Skills of Women Entrepreneurs*

Indicator	SD	Mean	Descriptive Level
Personality Maturity Skills	0.35	4.47	Very High
Technical Skills	0.46	4.27	Very High
Entrepreneurial Skills	0.48	4.26	Very High
Managerial Skills	0.34	4.02	High
Overall	0.35	4.26	Very High

Also, women with entrepreneurial skills have the skills in business planning, the skills to exploit business opportunity, advisory balance and willing to accept assistance from others. This data is congruent with the concept of Sousa (2014) that stated women entrepreneurs have social skills, habit and attitudes which help women

entrepreneur reach the goal to be successful in the business.

4.4 Significance of the Relationship between Levels of EnterpriseCompetitive Advantage and Entrepreneurial Skills of Women Entrepreneurs

Table 4 shows the result of the test of relationship between enterprise competitive advantage and entrepreneurial skills of women entrepreneurs. It was revealed that the overall result of the test of relationship between enterprise competitive advantage and entrepreneurial skills has a p-value of .484 which is more than the .05 level of significance. The null hypothesis is accepted. Therefore, there is no significant relationshipbetween enterprise competitive advantage and entrepreneurial skills.

However, it was observed that personal qualities and professional qualities of enterprise competitive advantage show significant relationship to the domains of entrepreneurial skills. This latter result is connected to the idea of Garet et al. (2001) that stated personal and professional entrepreneurs' basic knowledge and skills in entrepreneurship are needed by start-up entrepreneurs in running an enterprise. Knowledge and skills are important in solving problem or decision making decision, whenever the enterprise faces difficulty.

Table 4: *Significance on the Relationship between Enterprise Competitive Advantage and Entrepreneurial Skills of Women Entrepreneurs*

Enterprise Competitive Advantage	Entrepreneurial Skills				
	Technical Skills	Managerial Skills	Entrepreneurial Skills	Personal Maturity Skills	Overall
Personal Qualities	.511** (.000)	.289** (.000)	.532** (.000)	.588** (.000)	.633** (.000)
Professional Qualities	.184** (.000)	.233** (.000)	.260** (.000)	.158** (.000)	.265** (.000)
Market and Product Strategy	-.190** (.000)	.098** (.000)	-.088** (.000)	-.283** (.000)	-.188** (.000)
Overall	.014 (.782)	.185 (.000)	.088 (.078)	.085 (.088)	.035 (.484)

4.5 Significance of the Relationship between Levels of MotivationalFactors and Entrepreneurial Skills of Women Entrepreneurs

Table5 shows the results of the relationship between motivational factors and entrepreneurial skills of women entrepreneurs. Data revealed that the level of significance (p-value) was .000 which is less than 0.05. This leads to the rejection of the null hypothesis. It was also revealed that all dimensions of motivational factors such as *Family support, ambition, independence, skills and knowledge, satisfaction, market opportunities, and government subsidy*

showed a significant relationship to the indicators of entrepreneurial skillswhich are *technical skills, managerial skills, entrepreneurial skills and personal maturity skills*.

This shows that the motivational factors are positively correlated to the domains of entrepreneurial skills of women entrepreneurs. Thus, there is a significant relationship between levels of motivational factors of women entrepreneurs and entrepreneurial skills of women entrepreneurs. This finding is connected to the idea of Alam et al. (2011) that stated, essential skills and strong motivation are important factors for women entrepreneurs to become successful.

Table 5: Significance on the relationship between Motivational Factors and Entrepreneurial Skills of Women Entrepreneurs

Motivational Factors	Entrepreneurial Skills				
	Technical Skills	Managerial Skills	Entrepreneurial Skills	Personal Maturity Skills	Overall
Ambition	.367** (.000)	.178** (.000)	.294** (.000)	.361** (.000)	.404** (.000)
Skills and Knowledge	.449** (.000)	.122** (.000)	.236** (.000)	.485** (.000)	.446 (.000)
Family Support	.468** (.000)	.062 (.000)	.371** (.000)	.383** (.000)	.443** (.000)
Market Opportunities	.114** (.022)	.151** (.002)	-.060 (.234)	.162** (.001)	.117* (.019)
Independence	-.491** (.000)	.124* (.013)	.363** (.000)	.363** (.000)	.532** (.000)
Government Subsidy	-.198** (.000)	.109* (.000)	-.225** (.000)	-.292* (.000)	-.230** (.000)
Satisfaction	.215** (.000)	.256** (.000)	.310** (.000)	.280** (.000)	.346** (.000)
Overall	.502** (.000)	.287** (.000)	.308** (.000)	.516** (.000)	.539** (.000)

4.6 Significance of the Singular and Combined Influence of Enterprise Competitive Advantage and Motivational Factors to the Entrepreneurial Skills of Woman Entrepreneurs

Table 6 reveals that in their singular capacities, only motivational factors can influence entrepreneurial skills with p-value of .000. However, in their combined influence, enterprise competitive advantage and motivational factors can influence entrepreneurial skills of women entrepreneurial skills with the P- value of .000. Regression analysis showed that the combined influence of enterprise competitive advantage and motivational factors significantly influence entrepreneurial skills of women entrepreneurs. This finding is congruent to the study of Porter (1985) that stated that to be more competitive and be guaranteed of future viability, it is prudent that women entrepreneurs identify skills with narrow zone skills and focus on promoting innovation, competitiveness and economic growth.

5. CONCLUSION

The findings of the study have interesting theoretical and practical implications for the women entrepreneurs to be competitive, very motivated and willing to learn more skills which are factors for successful women entrepreneurs.

The findings revealed that the level of competitive advantage and motivational factors of women entrepreneurs were *High* while the level of entrepreneurial skills of women entrepreneur was *Very High*.

Moreover, there was no significant relationship between enterprise competitive advantage and entrepreneurial skills but there was significant relationship between motivational factors and entrepreneurial skills of women entrepreneurs

Lastly, there was significant combined influence of enterprise competitive advantage and motivational factors in entrepreneurial skills of women entrepreneurs, but on their singular capabilities, only motivational factors significantly influence entrepreneurial skills of women entrepreneurs.

Table 6: Significance on the Singular and Combined Influence of Enterprise Competitive Advantage and Motivational Factors on Entrepreneurial Skills of Women Entrepreneurs

	Entrepreneurial Skills			
	B	β	t	Sig
Enterprise Competitive Advantage	0.38	.082	1.930	.054
Motivational Factors	.719	.575	12.913	.000
	R	.545		
	R ²	.297		
	F	18.717		
	P	.000		

Hence the result of the study support the theory of Hamilton Coplin (2002), Krishnamoorthy and Balasubramani (2014) and Smith et al. (2007), that women entrepreneurs have an edge to compete with other women entrepreneurs if they are strongly motivated to be such and willing to learn and know more skills in order to become successful in the field they choose.

6. RECOMMENDATIONS

Based on the findings and conclusions of the study, the high level of enterprise competitive advantage suggest that women entrepreneurs are persons with good character traits, are risk takers, have a positive business outlook, accept new ideas and are open to possibilities for the good of business enterprises. These traits of women entrepreneurs are recommended to be enhanced in order to have an edge over other entrepreneurs. Professionalism is also recommended for women entrepreneurs who have direct interaction with the customers. This can be done by showing courtesy to every customer, and attending to customers' need. In addition, women entrepreneurs are more motivated with the support from family, independence in making decisions, skills being learned and developed and knowledge on market opportunities and satisfaction as entrepreneurs. Nevertheless, it was observed that women entrepreneurs are not aware of government projects and aid offered by the government sectors. Women entrepreneurs are advised to inquire or ask information from government agencies that help small medium enterprise.

In this way, additional capital for business will be materialized and motivate more women entrepreneurs together with the skills to do business and being

competitive to other competitors which give an edge to other entrepreneurs. Finally, when it comes to entrepreneurial skills, women entrepreneurs should be continuously eager and willing to learn more skills and should always be open to any innovation a business may offer. In this way, the dream to become successful women entrepreneurs becomes a reality.

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