

# Entrepreneurial Skills and Business Creation by Women in Lubumbashi

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**Abstract :** *This study aims to explain the nature of entrepreneurial skills among women in Lubumbashi, which skills result from the mode of socialization which plays an important role in the emergence of entrepreneurial intentions within a population (Zahra, et al. , 1999). The existence of gender differences in socialization vis-à-vis entrepreneurship has been shown in the literature. On the one hand, there is the literature which considers that men have the skills required to start a business, compared to women (Marlow & Patton, 2005), and on the other hand, that which considers that women evolve better in business. This research attempts to identify the determinants of entrepreneurial skills among women in Lubumbashi, which skills allow them to create businesses by seizing opportunities. The key variables of entrepreneurial skills retained are the level of education, background knowledge, professional experience, the objective pursued, entrepreneurial motivation, the ability to take risks and the quality of interpersonal relationships. Two theories have served us to formulate our research hypotheses, namely; Becker's theory (1964) on human capital and Bruyat& Julien's (2001) theory on the personality of the entrepreneur. These theories have enabled us to understand the links between the entrepreneurial skills variables noted above and the ability to identify and exploit business opportunities as part of the business creation process. After analysis, the results showed that five variables out of the seven selected constitute the determinants of entrepreneurial competence among women in Lubumbashi. These are the level of education, professional experience, objective pursued, entrepreneurial motivation and finally the quality of relationships. The other two variables have no effect when it comes to starting a business. Without intention of wanting to generalize, the present research allowed despite everything the development of concepts of entrepreneurial skills among women in a context of business creation by the identification and exploitation of business opportunities in Lubumbashi, studies not still minnow until now.*

**Keywords:** entrepreneurship, business, female entrepreneur, entrepreneurial opportunities, entrepreneurial skills and business creation process

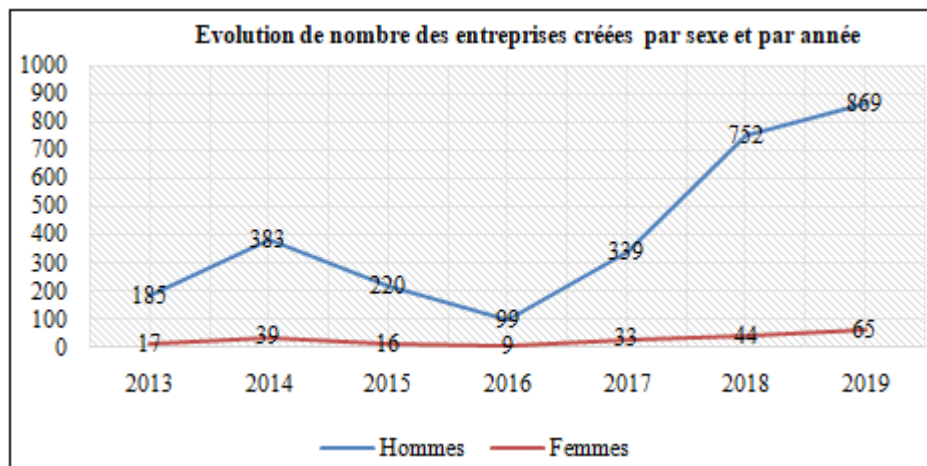
## 1. Introduction

The entrepreneurial phenomenon has now become a major issue for almost all countries worldwide in general and especially the countries of sub-Saharan Africa in particular. The set of benefits that entrepreneurship generates justify how huge the growing interest it is generating. Moreover, in addition to the jobs, wealth and values created, entrepreneurship provides even more opportunities for the creation of new businesses. This relationship is not direct, but the effects are accelerated thanks to the presence of a large population of enterprising individuals (Thierry & Saporta, 2006).

Entrepreneurship at the heart of the news, the media convey information suggesting that anyone can become an entrepreneur, (Messeghem & Sammut, 2011). Thus, at the global, national and provincial level, several projects and programs have been developed, measures have been taken and institutions have been created to promote private initiative in general and the initiative of women entrepreneurs in particular, because diversity management policies also target gender equality policies by offering each and every one professional opportunities in line with their skills, (Cornet & Warland, 2015). Below is the list of some programs:

- (1) World Bank: PADMPME "support program for the development of micro, small and medium-sized enterprises",
- (2) International Labor Organization: SIYB "training program on creating and better managing your business",
- (3) African Bank development: Yes Trust Fund "multi-donor fund for the entrepreneurship of young Africans",
- (4) Office for the promotion of SMEs: PRONADEC "national program for the development of entrepreneurship in Congo",
- (5) World Bank and Ministry of PME: COPA "business plan competition". In addition to the programs mentioned above, women benefit from other programs, namely: (6) United Nations: 2030 Agenda and Agenda 2063 to stimulate female entrepreneurship, (7) World Bank: Women in Business Program to support " female entrepreneurship in the DRC, (8) ILO: Program for the development of female entrepreneurship, (9) Support Fund for women entrepreneurs: support program for women's entrepreneurial opportunities, (10) Fund for the promotion of industry: Multi-year program 2018-2020 to support female entrepreneurship.

With regard to the programs listed above, one would expect a natural inclination towards professional equality between men and women in the entrepreneurial field, but the statistics provided to us by the one-stop shop show the opposite. Below are the details



**Graph 1:** Number of businesses created from 2013 to 2019 by gender

**Source:** Guiche unique

With regard to the data in the graph above, we see a low presence of women in entrepreneurship by opportunity or during 7 years, that is to say from 2013-2019 only 7% on average of women create a business in Lubumbashi against 93% of men.

The observation made above raises two questions, namely:

- Why do women create fewer businesses by seizing existing opportunities unlike men in Lubumbashi despite the efforts made?
- What are the determinants of entrepreneurial skills among women entrepreneurs in Lubumbashi?

In order to initiate this analysis in the context of the city of Lubumbashi, the literature on the link between entrepreneurship, business opportunities, entrepreneur and entrepreneurial skills, all within the framework of the business creation process will be discussed first time; then the methodological approach will be presented and finally the results will be revealed and then discussed.

## 2. Conceptual Framework, Theoretical and Research Assumptions

### 2.1 Entrepreneurship

Entrepreneurship is a difficult concept to retain a single definition, seeing that, multiple angles of view have been adopted by different scientific disciplines, namely economics, sociology, psychology, behavioral sciences and management sciences (Filion, 1997). Several controversies have arisen in the scientific family as to the affiliation of the phenomenon of entrepreneurship to one of the aforementioned disciplines. After several studies on the delimitation of the field of entrepreneurship, the theoretical foundations and even the epistemological positioning of research in entrepreneurship, one of the schools of thought on the question came to the conclusion that entrepreneurship is above all a process (Fayolle, 2004). This pushes (Tounés, 2003; Lamy, 2005; Nizet&Pichault, 2015) to consider the entrepreneurial phenomenon as a nascent sub-discipline of management sciences dealing with questions of the process of business creation (entrepreneurship through creation ex-nihilo), business takeover (takeover by natural persons),

business development (extrapreneurship by spin-off or spin-off) and management of business projects (intrapreneurship by members of organizations). This is summed up in the words of Paturel (2007): "Could we not advance that entrepreneurship is, from an idea, the exploitation of an opportunity within the framework of an organization created or taken up in first, then developed later, by a physical person alone or in a team, according to a process that results in the creation of new value? "

Several paradigms have been identified in research work on entrepreneurship (Verstraete & Fayolle, 2004; Paturel & Lévy, 2008; Shane & Venkataraman, 2000; Messeghem & Chabaud, 2010; Messeghem, 2006). According to these authors, positioning oneself in one of these paradigms does not necessarily imply the exclusion of others, given how complex the entrepreneurial phenomenon is. For Jaziri (2009), it is necessary to resort to a multi-paradigmatic reading while showing the complementarity between these paradigms which structure the field of entrepreneurship. According to Verstraete & Fayolle (2005), research in entrepreneurship is positioned around four dominant paradigms which are all linked. These are the organizational building paradigm, the value creation paradigm, the innovation paradigm, and the business opportunity paradigm of which this study fits.

### 2.2 Business opportunity and entrepreneur

The business opportunity paradigm is recognized as the most recent of research in entrepreneurship, it is driven by the work of (Shane, 2000; Shane & Venkataraman, 2000; Verstraete & Fayolle, 2005; Thierry & Saporta, 2006). According to Jerome (2003), these authors consider this paradigm to be very useful in delimiting the field of entrepreneurship and that it represents a big step towards its scientific legitimacy. They consider that the field of entrepreneurship involves the study of the sources of opportunities, the study of the processes of identification, evaluation, and exploitation of opportunities without forgetting the study of the behaviors of individuals who discover and exploit these so-called opportunities (Chelly, et al., 2006).

From this perspective, entrepreneurship is considered a niche for doing business, but only for potential entrepreneurs who know how to seize the entrepreneurial opportunities available to them through a process that results in the creation of companies and / or organizations. new (Messeghem & Chabaud, 2010).

This brings us back to the entrepreneur.

According to Bygrave & Hofer (1992), the entrepreneur is that individual who, after discovering an entrepreneurial opportunity, creates a business to exploit it. He is this person who has the skills necessary to transform a business opportunity into a unit of value creation (Kamdem, 2011). Thus, the person of the entrepreneur has aroused the interest of several studies on his profile, his entrepreneurial intentions, his motivations to be an entrepreneur, his ability to take risks by being an entrepreneur, etc., in short, his behavior. According to Verstraete&Fayolle (2005) three so far dominant approaches are used in entrepreneurship research about the relationship between entrepreneurship and entrepreneur. These are the trait or trait approach, the factual or behavioral approach and the process or organizing process approach.

The academic management literature identifies the process approach as the only one that summarizes research in entrepreneurship (Tounés, 2003). For the present study, the feature-based approach and the fact-based approach complement the process approach, given that the entrepreneur is recognized as an actor at the center of the entrepreneurial process (Ferrier & Cyrille, 2002), and that his skills are the best predictors of its performance (Bruyat, 1993).

### 2.3 Entrepreneurial skills

It has been shown that the entrepreneur should have the skills required when initiating the entrepreneurial process in order to be able to move from the intention to the entrepreneurial act itself (Fayolle, et al., 2011). The advances made by recent studies on the notion of skills, the so-called resource school initiated by Penrose (1959), underline the fact that it is the skills with cognitive and praxeological connotations, which are the best determinants of the success of the entrepreneurial process. which begins at the meeting point between the intention to create a business and the opportunities of the environment (Thierry, 1999).

The literature identifies entrepreneurial skills at two levels. Firstly those related to the level of human capital where we have the knowledge (formal and informal) and the professional experience and secondly those related to the personality where we have the factors such as the motivation to undertake, the objective pursued in business, the position regarding risk, the quality of social relations, etc.

#### 2.3.1. Human capital level

At this level, the theory of capital makes a considerable contribution in the sense that it considers the level of knowledge (training) and experience as factors favoring entrepreneurial activity. According to this theory, the higher

the human capital, the more the individual will have the assets that will give him the ability to discover opportunities, to establish the cost of their exploitation and to compare the result obtained with those of the other possible choices (Becker, 1964). Human capital here is made up of knowledge (education and background) and experiences (various learning in a work context).

#### Educational level

Several empirical studies have confirmed the correlation between educational attainment and business creation through the discovery and exploitation of business opportunities. According to Lee-Gosselin, et al. (2010), education as one of the components of human capital, once higher, could theoretically offer knowledge that can be used in the process of business creation, because creation by opportunity would be the work of people with a high level of education (Kamdem&Ikellé, 2011). Contrary to the European and American reality where women entrepreneurs have a higher level of education (Cornet & Constantinidis, 2004), Congolese women entrepreneurs in general and Lushoises in particular have a lower level of education (Botha, et al., 2007).

#### Acquired from the environment

Learning from the environment is considered to be the contextual complements of schooling, with the only difference being that they generate tacit and uncoded knowledge (Kamdem&Ikellé, 2011). They are the learning benefits that an individual derives from the social structures to which he belongs (Lin, 1999). They equip individuals with more knowledge that can be put to good use in the entrepreneurial process. Several studies have shown that the fact of exercising an entrepreneurial activity by parents positively influences children's decision to become self-employed (Scherer, et al., 1991; Davidsson, 1995; Gunnarsson & Delmar, 2000), and that this influence is linked to gender, because an individual will be influenced more, in his aspirations, choices and decisions by someone of the same sex as him (Fiske, et al., 1998).

#### Professional experiences

Each phase of the business creation process depends on relevant experience, from the identification of opportunities to the actual creation (Bell, 2005). The words of Filion (1991) confirm the hypothesis in these terms "The success of a business creation process is directly proportional to the link between the previous experiences of the entrepreneur and the skills required for the project". In general, potential women entrepreneurs have almost no experience because their professional integration is low and once in employment, they are stuck with the problem of the glass ceiling, which deprives them of management experience (Sophie, et al., 2017). With regard to Becker's theory (1964) on human capital, we make the following hypotheses:  
Hypothesis 1: The high level of education positively influences the creation of businesses by identifying and exploiting opportunities among women in Lubumbashi.  
Hypothesis 2: Local knowledge positively influences the creation of businesses by identifying and exploiting opportunities among women in Lubumbashi.

Hypothesis 3: Having professional experience positively influences the creation of businesses by identifying and exploiting opportunities among women in Lubumbashi.

We have just assumed a possible link between the level of human capital and the creation of businesses through the seizing of opportunities. In the next part, we will try to identify the possible links between personality and the creation of businesses by seizing opportunities among women in Lubumbashi.

### 2.3.2. Behavioral characteristics

At this level, the entrepreneurial personality theory of Bruyat and Julien (2001) will facilitate our understanding. According to this theory, personality is an organized set of personal characteristics, which influence one's own cognitions and actions, and endows an individual with the ability to perceive and exploit opportunities (Spencer & Spencer, 1993). Four dominant variables describe the personality of an entrepreneur (Caillie & Lambrecht, 1995). These are personal value system (quality of relations with society), visions (objectives pursued in business), personal needs (motivations to undertake) and the propensity to take risks (the ability to take risks by undertaking).

#### Objective pursued

According to Fillion (1988), with well-defined objectives, an individual can become an entrepreneur, since beyond the present he will be tempted to carry out a project and bring it to fruition because it is close to his heart. The business creation process through which the entrepreneur goes to exploit the identified opportunities requires the pursuit of a specific objective, without which the entrepreneur will not see beyond the present reality. According to Terjesen & Elam (2012) women pursue different goals than men in business, they are more attached to values and social goals rather than to profit. The goal is a starting point but cannot be achieved without initial motivation and a high propensity to take the risk (Langlais, 2002).

#### Motivation to undertake

Several empirical studies have demonstrated the existence of a positive relationship between motivation and the creation of businesses by identifying and exploiting opportunities. For Menzies, et al. (2002), although having already identified the entrepreneurial opportunity, the entrepreneur must first be motivated and preferably Pull motivation, which leads to entrepreneurship of opportunity and not of necessity. The literature identifies the need for independence, the need for power, and the need for achievement as the basis of Pull motivation. For Cornet & Constantinidis (2004), women are generally motivated to undertake by necessity, the prerogative of the informal sector, unlike men who are in entrepreneurship by seizing opportunities.

#### Ability to take risks

It has now been proven that it is the entrepreneur's apprehension of risk and his propensity to take it that conditions his attitude towards entrepreneurial activities (Saulo, 2008). For the author, risk aversion is the factor often put forward to explain the non-creation of a business by some individuals. The results of the INSEE Heritage

survey show that when we look at entrepreneurship by raising the gender aspect, cautious behavior is more frequent among women than among men. For Cantillon (1755) and Jean-Baptiste (1839) the entrepreneur is a risk taker (Filion, 1997).

#### Quality of social relations

The business environment is proven to be one of information asymmetry. To get around this difficulty, the entrepreneur must use his relational networks (social capital), from which networks come the rich information and required resources (Tremblay & Carrier, 2006). For the authors, the quality of the relationships maintained by the entrepreneur with the members of his relational networks is of great importance in steering the entrepreneurial process. Taking gender into account, Bell (2005) reveals that women in general have a presupposed lower social status than men, which explains why they have limited relationship networks and the relationships maintained are not geared towards a strategy of affair appear to men.

In this part, we try to establish the links between the variables of competences in connection with the theory of the personality of the entrepreneur and the creation of companies by the seizing of opportunities among women in Lubumbashi by emitting the hypotheses below. -after:

Hypothesis 4: The pursuit of clear and precise objectives positively influences the creation of businesses by identifying and exploiting opportunities among women in Lubumbashi.

Hypothesis 5: Motivation by seizing an opportunity positively influences the creation of businesses by identifying and exploiting opportunities among women in Lubumbashi.

Hypothesis 6: Risk taking positively influences the creation of businesses by identifying and exploiting opportunities among women in Lubumbashi.

Hypothesis 7: The good quality of the relationships entered into by the individual within his relational networks positively influences the creation of businesses by identifying and exploiting opportunities among women in Lubumbashi.

## 3. Methodology

This part of the work allows us to present the choice of empirical field, sampling, method of data collection and analysis.

#### Choice of study framework

To develop our study framework, we chose the city of Lubumbashi. The interest that prompted us to study the entrepreneurial skills of women in Lubumbashi has in fact the basis of the availability and reliability of official statistics on the creation of businesses from the one-stop shop.

#### Sampling

For this study, the target population consisted of all women entrepreneurs in the city of Lubumbashi. Here by women entrepreneurs we mean those who have created a business alone or with partners. Since it was impossible for us to



reach all the women in our study population, we targeted those affiliated with the Federation of Enterprises of Congo (FEC). The sample was drawn in a probabilistic manner in order to give the entire population the chance to be represented in order to bring together the major characteristics of the mother population in the sample (Pascal & Annie, 2017). The sample size is 96 women entrepreneurs to interview at the 95% significance level and a 5% margin of error. Only 89 of them answered the questionnaire, of the Likert type with 4 measurement scales. The questionnaire was tested beforehand to assess the relevance of the selected items, the understanding of the terms used and to ensure its validity.

#### Data analysis

Due to the type of our data and the structure of our variables, including a quantitative explained variable and several qualitative explanatory variables, we resorted to analysis of variance modeling (ANOVA), which analysis led us to choose XLSTAT 2019 software which is one of the best rated software in the processing of statistical data through inferential statistics, because it turns out that it is the data that dictate the methodological approach to be followed. To verify our research hypotheses, we had, from our 7 analysis variables retained in the search for links (analysis of variance), apply the test of specification of the variables (Sum of Squares) in order to determine the variables of entrepreneurial skills that positively influence the creation of businesses by women in Lubumbashi.

#### 4. Results

The results of this research first provide information on the profile of women entrepreneurs who own one or more businesses, alone or in association. Second, specify the

determinants of entrepreneurial skills among women in Lubumbashi.

#### Profile of the female entrepreneur in Lubumbashi

Respondents are generally of a relatively young age, the majority of whom are unmarried and have a relatively high level of education. Indeed, 74% of respondents are between 15 and 45 years old, 73% have not completed higher education and only 37% are married and live with a partner.

#### Determinants of entrepreneurial skills in women

The results of our regression model reveal the existence of significant relationships between the dependent variable and the independent variables retained given the value of the critical probability attached to the Fisher statistic equal to 0.0001 and the significance level of 5%, i.e.  $0.0001 < 0.05$ . Below are the details.

**Table 1:** Analysis of variance

Source	DDL	Somme des carrés	Moyenne des carrés	F	Pr > F
Modèle	21	13,756	0,655	5,383	<0,0001
Erreur	67	8,154	0,122		
Total corrigé	88	21,910			

Source: We based on the results of the regression model.

By applying the model's variable specification test, the results shows that five variables out of the seven retained constitute the determinants of entrepreneurial skills among women. According to the test, any explanatory variable whose Pr > F value is below 0.05 positively influences the explained variable given the level of significance  $\alpha = 0.05$ . And the one whose value so much towards 0 is the most influential. Below are the test results.

**Table 2:** Variable specification test

Source	DDL	Somme des carrés	Moyenne des carrés	F	Pr > F
Niveau scolarité	3,000	1,392	0,464	3,812	0,014
Expérience Professionnelle	3,000	1,058	0,353	2,899	0,041
Acquis du milieu	3,000	0,093	0,031	0,256	0,857
Objectif poursuivis	3,000	1,434	0,478	3,927	0,012
Motivation Entrepreneuriale	3,000	1,209	0,403	3,311	0,025
Capacité à prendre le risque	3,000	0,875	0,292	2,397	0,076
Qualité des relations	3,000	1,523	0,508	4,171	0,009

Source: ourselves on the basis of the results of the test on the variables of the regression model

By referring to the information provided by Table 2, we note that the level of education, professional experience, the objective pursued, the entrepreneurial motivation and finally the quality of the relationships positively influence the creator of businesses by identifying and exploiting "business opportunities among Lush women, while specifying that the variable quality of relationships is the most influential, by the simple fact that the woman apprehends the process of setting up a business according to the cooperative mode, compared to her male counterpart who apprehends this same process in a competitive way (Terjesen & Elam, 2012). While the achievements of the community and the ability to

take the risk which have values Pr > F beyond 0.05 do not positively influence the business creator by identifying and exploiting business opportunities among women in Lubumbashi.

#### Background

This variable has no positive influence on the creation of businesses by seizing opportunities among Lush women by the fact of the influence of Lush culture through, firstly, the socio-cultural norms inherited from the colonizer. who want men to enter the professional world and women to be the reason for the physiological and psychological balance of

men after several hours of hard work. Second, the values and beliefs instilled in women during her socialization, values and beliefs according to which the status of women depends more on their reproductive role (their marriage and their fertility) than on their paid production. And thirdly, stereotypical behaviors, prejudices, retrograde mentalities to the detriment of women specific to the Lushois (Laurent, et al., 2000).

Ability to take risk: this variable does not also have a positive influence on the creation of businesses by identification and exploitation of opportunities by Lush women because, if we must say, they do not take enough risks in entrepreneurship by opportunity (formal sector) seen that they are less represented in the creation of businesses, they are on the other hand more than represented in entrepreneurship by necessity (small businesses belonging to the informal sector) in Lubumbashi where they always take also risks.

The presence of more women in necessity entrepreneurship is explained by the fact that, since recently, the majority of Lush households have struggled to provide for their needs only with the husband's salary following the emergence of the company consumption which makes the husband's salary which, other time, could suffice for all the needs of the household insufficient (Laurent, et al., 2000). This reality means that the women of Lush, forced to contribute to the household income, but, stuck with the socio-cultural restrictions inherited from the colonizer, find it better to get around this in his launches in informal self-employment.

## 5. Conclusion

This research linked the concept of entrepreneurial skills to the success of the business creation process by seizing existing opportunities among women in Lubumbashi. Research that specifies the entrepreneurial skills variables, which variables allow women to identify entrepreneurial opportunities by setting up businesses to exploit those opportunities. After processing data collected from the field, the results show that five of the seven variables retained after reviewing the literature positively influence the creation of businesses by women in Lubumbashi. The positive and significant relationships established between, firstly, the possession of a high level of education and professional experience and the creation of businesses by women in Lubumbashi confirm the hypotheses H1 and H2 and verify the theory of human capital of Becker (1964). Secondly, between the objective pursued, the motivation to undertake, the quality of the relationships established within relational networks and the creation of businesses by women in Lubumbashi confirm the hypotheses H4, H5 and H7, and verify the theory of the personality of the entrepreneur of Bruyat and Julien (2001).

Thus, to get women to succeed in the process of setting up a business by seizing an opportunity in Lubumbashi, the present research recommends taking action on the skills variables that have been classified into three categories of factors, a namely, factors related to the individual, organization and society.

- Factors related to the individual called emotional skills (objective pursued and entrepreneurial motivation) through awareness.
- Factor related to the organization called technical skills (level of education and professional experience) by training
- Factors related to society called relational and social skills (the quality of relationships developed within relational networks) by coaching methods.

Although the present research sheds light on the nature of the determinants of entrepreneurial skills in women and the actions carried out according to the framework of IOS analyzes, by choosing the city of Lubumbashi, 96 business owners and the theories of capital human and entrepreneurial personality. This research would have shed another light on the determinants of entrepreneurial skills among women if it were a question of another city in the DRC, another sample size and other explanatory theory.

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