

# ENTREPRENEURIAL STRESS AND PERSONALITY TYPE OF WOMEN ENTREPRENEURS OF THE INDIAN COMMUNITY IN DUBAI, UAE

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## **Abstract**

This study used the descriptive method of research to identify the personality types and assess the level of entrepreneurial stress of 169 women entrepreneurs in the Indian community in Dubai, UAE. When the questionnaires were accomplished and retrieved, the data collected were processed, analyzed, and interpreted as to the stated problems of the study. The statistical treatment used were frequency, percentage, weighted mean, and one-way analysis of variance. The results showed that regarding profiles of the women entrepreneurs, majority have the mean age of 36-40 years old, married, master's degree holders, with 6-10 entrepreneurial experience, supervising 6-10 employees for less than 1 year, performing the entrepreneurial duties for 8-12 hours, do not enjoy flexible time at work but are engaged in sports or recreation activities. As to personality type, 78% of the women entrepreneurs have Type A personality behavior with a Mean of 3. In terms of stress levels, both Type A and B have High level of stress in Work Environment, for Inner self, both have High levels too, but Type B has higher (3.68 mean) score than Type A (3.54 mean). For Interpersonal, both personality types have Average level of entrepreneurial stress level. Understanding such stressors and relating these to personality types of individuals will enable the business enterprises to take steps to reduce the likelihood of experiencing the negative effects of stress.

**Keywords:** entrepreneurial stress, women entrepreneurs, personality type, work environment, inner-self, interpersonal relationship.

## **Introduction**

Stress is a phenomenon of modern or the 21st century lifestyles. It has affected almost all professions from a clerk to a surgeon, or a sales manager to army officers. Jobs stress poses a threat to physical and mental health and for the workers who consequently affect the work organization (Perez 2016). Hence, stress is overwhelming and is not simply something that makes one worry. It is tantamount to life. We live in an age of great stress and anxiety, and it impacts more on our life and social wellbeing depending on one's gender and personality types.

Although organizational stress is experienced by both genders, it is commonly acknowledged that women across cultures are generally busier and more stressed than men. Working women face a higher level of stress than their male counterparts, as women play more roles at home, be it with husbands, children, or even elderly parents, while juggling it with succeeding at work, constantly rushing toward achieving goals (Tripathi & Bhattacharjee, 2012).

According to the annual Cigna 360 Well-Being Survey (2019), working women are generally more stressed than their male counterparts, usually with balancing performance in the workplace and demands of family life. It has not been easy for women to enter professional fields

as most careers have been reserved for men by tradition. The infamous glass ceiling has impacted the hiring, promotion, and retention of women in many different professions, including those serving in the public sector and diplomatic missions.

Women enter business due to lot of push and pull factors like economic, emotion etc. But now a days all the push and pull factors have been changed as positive staircases by women entrepreneurs which encourages women to have an independent occupation and stands on their own legs. Usually, women entrepreneurs concentrate more on traditional and service sector. But during the last decades they are new with talent pool to start their own destinies in financial sectors, manufacture and in nontraditional fields. And as more women entered the workforce full-time, abandoning traditional roles as stay-at-home wives and mothers, the spotlight was cast on the idea that businesswomen seem to be more stressed than their male counterparts. In recent years, several studies have been done to explore this phenomenon. Not surprisingly, hormones appear to play a crucial role (Thatchinamorrthy and Menambeegi 2018).

### **Literature review**

To achieve a comprehensive analysis of the topic, foreign and local literature and studies were reviewed by the researcher. This chapter provides discussion and the synthesis of the related foreign and local literature and studies contributed significantly to the findings of this paper.

### **Stressors**

#### **Work Environment**

Workers need a healthy work environment to thrive and even beat stress. In a recent survey by RAND, nearly two-thirds of workers in the US report working under unhealthy work conditions and a significant number of these workers are women. Hostile social interactions, verbal abuse, and sexual harassment are a few of the unhealthy factor's women report as being major sources of stress in an unhealthy workplace.

Many women also note that a lack of emotional support from their bosses enables these unhealthy behavioral patterns (Corporate Wellness Magazine, n.d).

The Global Gender Gap Report (2020) shows that women still do more housework and childcare than men in every country. This means that women free up men's time and subsidize their ability to get to the more senior positions. Stresses like these may be seen as insignificant in each instance, but over time they accumulate to create a daily experience for women in the workplace that is different than for men. That accumulation may have a chilling effect on a woman's desire to play the corporate game in the face of a separate set of rules and measures. It becomes too stressful, and she concludes that the playing field is not level and therefore not a field she wants to play in.

The Health and Safety Executives (HSE) cites the predominant cause of workplace stress as workload – specifically tight deadlines and too much pressure, work, and responsibility.

In 2014-15, stress accounted for 35% of all work-related ill health cases, and 43% of all working days lost due to ill health.

Previous studies, including by Tel Aviv University in Israel, found that the quality of the working environment was perceived to be significantly lower by women than men – with women unhappy about lower pay than men, lack of flexibility around working hours, job insecurity and lack of potential for career progression.

Dr Mohring said stress among women frequently related to pressure on them to fill many distinct roles – but there were also body image and other pressures.

As to the impact of work-related stress, the Priory Group, which runs the largest network of mental healthcare hospitals and clinics in the UK, has recently opened high street clinics in London, Canterbury, and Birmingham to help to treat work stress and other conditions including alcohol and drug addiction.

According to official figures, there are now a record number of women in work - with more than 14 million saying they are in some form of employment (Priory Group, n.d). Just like in many Asian culture, men in Myanmar were used

to be considered as bread winner and women were considered as home makers in the old times, but these days, both men and women have equal responsibility in work and family. While it can be stated that balancing their work and family is a task for female in all professions given that the burden of the responsibilities of their family always falls on the woman, what makes it particularly difficult is the fact that the legal system is engineered from the viewpoint of men (Perez & Pwint War War Soe, 2021).

### Inner self

The inner self is about what cannot be seen such as feelings, intuition, values, beliefs, personality, thoughts, emotions, fantasies, spirituality, desire, and purpose. When the inner self and outer self are in conflict or out of balance it results to a mismatch – what you do is different from you think. In most cases, the conflict arises when you do not realize how much of the time are you are struggling to the get through the demands of the day without understanding whether your actions and behavior are still aligned with your inner self. This conflict between the two selves can cause stress and worse, illness. It will affect the daily activities and decisions a person make. External factors that produce stress can sometimes end up impacting the physical health, thus, prioritizing the mental health must be strived for. Identifying the gaps between the true values and outer actions can help determine whether a conflict between inner and outer selves are being experienced. For instance, the value of honesty, integrity, friendship, helpfulness, etc. (Cuncic, 2021).

In an interaction program “An evening with Sadhguru” with Founder of Deshpande Foundation Gururaj Deshpande, organized as part of an entrepreneurial summit TiECON-2019, Sadhguru said that upgrading one’s inner-self would help in fighting the Western malice called stress and boredom. (Karnataka, 2019)

### Interpersonal Relationship

Liswood (2015) reported that in the study conducted by McKinsey and Company in 2015 on women in the workplace, it has revealed that

one of the causes of stress of women is how they are being heard in their daily meetings.

Women express their ideas daily, in meetings, one-to-one conversations and emails just as men do, but they may do it differently and it may be received differently. Women must constantly balance “how” they say things versus “what” they say. Often because of beliefs about what strong or angry women sound like, she must use some form of disarming mechanism such as ritual modesty, mitigation, apology, question, or a smile. It is like learning a second language – and like a second language, it can become second nature. Examples include: “I’m not the expert on this” or “I’m sorry but I guess we could just give this a thought” or “I’m not sure”. She is sure. She is the expert. She is not sorry. But she knows that making declarative statements will turn the listener (male) off and be dismissed because she is seen as too tough. The irony is that when she uses the disarming mechanism, she is not seen as capable. Women have a much narrower band of behaviour, on top of the fact that they may be interrupted much more than men and receive less affirmation for their comments.

The point is that women make that speech calculation every day, with every interaction, which is exhausting and stressful. Shelley Correll at Stanford University has found that men receive twice the positive feedback and four times more developmental feedback. Women are 66% more likely to be given a recommendation to change their communication styles.

The stress that women working in numerically male-dominated occupations often report is due to unfavorable workplace climate, and not because of inherent “women’s nature” as commonly thought, suggests new research.

Who gets the good assignment or is seen as go-to person is another daily stressor for women? It might be the daily inclusions and exclusions, such as the bonding that comes from sports conversations, the evening drinks at the bar, the banter between two men.

### Personality Type

The type of personality concerns how people respond to stress.

Type A personality is characterized by a constant feeling of working against the clock and a keen sense of competitiveness. Individuals with a Type A personality experience a higher stress level, hate failure, and find it difficult to stop working, even when they have achieved their goals. Friedman and Rosenman (both cardiologists) discovered the Type A behaviour by accident after they realized that their waiting-room chairs needed to be reupholstered much sooner than anticipated. The patient and impatient cardiac patients differ the way they sit in the waiting area. They Type A patients are unable to sit in their seats for long and wore out the armchairs and with the tendency of sitting at the edge of the chair and stand up frequently.

Type A people have higher risk of heart disease and hypertension.

Type B personality is characterized by a relaxed, patient, and easy-going nature. Individuals with a Type B personality work steadily, enjoying achievements, but do not tend to become stress when goals are not achieved. They tend to be more tolerant of others, more reflective, experience lower levels of anxiety and display a higher level of imagination and creativity.

Below is the comparison chart of the personality types presented by Surbhi (2020):

BASIS FOR COMPARISON	TYPE A PERSONALITY	TYPE B PERSONALITY
Meaning	Type A personality is one which is stress prone, in a hurry, impatient and fast in whatever they do.	Type B personality is one which is less stress prone patient, relaxed and easy going.
Nature	Sensitive and proactive	Reflective and innovative
Patience level	Low	High
Temperament	Short-tempered	Even-tempered
Competition	Highly competitive	Less competitive
Multitasking	Does several things at a time.	Does one thing at a time.
Stress level	High	Low
Time constraints	Encounters pressure because of time constraints	Is not affected by time constraints.

### Women Entrepreneurs

Globally, women have become engines for economic growth. Achieving gender diversity in enterprises is of critical importance to improving business outcomes. However, women remain underrepresented in business, particularly at senior management levels. Women rarely attain executive management positions or serve as members of company boards. Yet, women have increasingly overtaken men in terms of tertiary education attainment. While much progress has been made, women remain underutilized despite representing a dynamic and capable pool of talent (ILO, n.d)

Nowadays, women entrepreneurs in India represent a group of women who have broken away from the beaten track and exploring new landscapes of economic participation. However, studies on women entrepreneurship show that women must cope with stereotyped attitudes towards women daily. Lack of social support, high responsibility pressures, role struggle and poor work –family balance are major challenges for women entrepreneurs in India. In the last few decades, the researchers have devoted considerable time and attention in women entrepreneurship.

Gaining visibility and acceptability are the challenges that the entrepreneurial women face in India. It has traditionally been a challenge

for women to set up an enterprise. In early days of establishing of a business, women usually face preliminary barriers by different individuals of this eco-system, be it banks, suppliers, or vendors (*Pacific Business Review international 'volume7'issue7, January 2015*).

### Synthesis and Relevance of the Reviewed Literature and Studies

Indian women are breaking stereotype and moving away from traditional roles and corporate profiles to turn entrepreneurs. It is not just the educated, urban women, but also women from smaller towns and rural villages who are turning to entrepreneurship and setting up independent business. Women entrepreneurs in general, are faced with the dichotomy of managing both the home and their business equally well. This may generally leave them with much less time for business development. The related literature and studies mentioned in this chapter covered topics relevant to the present study. The researcher came about the ideas based on the data written on this chapter. In the recent years much as been known about the unique stressors which employed women experience, as well as some of the health-related outcomes resulting from these stressors. Policies and programs need to be developed that are preventive for women to maximize their career potential, and for organizations to benefit from the rich resources that women bring to the work force.

### Theoretical Framework

*Figure 1 (Appendix 2.1)* illustrates the paradigm that individual differences among women entrepreneurs may cause to respond to the stressors such as work environment, inner self, and interpersonal relationship. These sources of stress, in effect, may be constructive or destructive in the organizational and personal consequences. Its effects depend on the type of personality of a woman entrepreneur categorized as Type A or Type B.

Apart from common stressors, women are vulnerable to sex specific job stressors. It could be in the form of sex discrimination, sexual harassment, work and family balance issue,

societal demands, hostile work environment harassment also termed as offensive or intimidating behavior in the workplace.

Based on the foregoing theories gathered from the review of the several related literature and studies, the research paradigm that provided as guide to the study is the **Input – Process – Output (IPO)** figure as drawn and shown in the paradigm, *Figure 2 (Appendix 2.2)*.

The input variables include the profiles of the women entrepreneurs in terms of age, *civil status, highest educational attainment, number of employees under supervision, number of years as entrepreneurs, average number of actual hours spent at work/business, number of business enterprises implementing flexible time, and number of women entrepreneurs in sports or recreation.*

Other input variables are levels of stress of women entrepreneurs in the aspects of *work environment, inner-self and interpersonal relationship.* The processes involved in this study were data gathering, analysis and interpretation. The *input* variables and the *processes* concerned in the conceptual framework, contributed to the *output* or proposed policy recommendations on coping mechanisms strategy.

### Research design and data collection

This study was participated by 169 women entrepreneurs of the of Indian community in Dubai, UAE. And since, this deal with the personality type and the level of entrepreneurial stress of women entrepreneurs and the different intervening variables that affect a dependent variable, descriptive research is the most appropriate method to use. Also, descriptive method was used to identify the personality type and level of entrepreneurial stress of women entrepreneurs as to work environment, inner-self and interpersonal relationship.

The women who participated in the survey were the women in business in the Indian Community of Dubai, UAE. Personal data sheet was used to assess the entrepreneur's profile. While the validated instrument conceived by Meyer Friedman was used to identify the personality type of women entrepreneurs.

To determine the level of stress of women entrepreneurs, a validated researcher-made instrument conceived by Newstrom, and Davis was utilized through the assessment of their work environment, inner - self and interpersonal relationship.

### Statistical Treatment Data

The following statistical tools were used in the study:

a. Frequency and Percentage Distribution is a measure of standardizing by calculating the proportion of the respondents with the same view regarding the sources of stress for women entrepreneurs from the population of the respondents.

b. Weighted Mean - is a type of measurement for central tendency, which is like the arithmetic mean, except that each value has a specific significance or "weight" aside from its real value. The weighted mean was used to determine the type of personality of the women entrepreneurs and their entrepreneurial stressors.

c. One – Way Analysis of Variance was used to test the significant differences in the assessment of women entrepreneurs in their level of entrepreneurial stress when they are grouped according to their personality type and profile.

### Results and analysis

#### Profile of Women Entrepreneurs

The study results indicate that 35% of the respondents belong to age range between 36-40; followed by 27% or those 41years old and above; 13% are between 31 -35 y.o.; 20% belongs to 20-25 y.o.; and 5.3% or those belong to 26-30 years old.

We can say that majority of the women entrepreneurs in the Indian community of Dubai, UAE belongs to the millennial generation who are largely entrepreneurial in spirit.

Most of the respondents are married, with the percentage of 83%, followed by the singles at

or 16%. One percent of the respondents are widows. The disparity between the percentages of married and single women entrepreneurs may be cultural. In India, culture dictates that women must get married and carry on a family's legacy. Generations of women have followed this principle of getting married early and have avoided their preferences and likes in many ways (TOI, 2020).

By educational attainment, majority of women entrepreneurs earned master's degree with 84%; 53% got bachelor's degree; 23% are with doctoral degree and the rest of the respondents have master's and doctoral units. A good percentage of Indian women entrepreneurs holding higher educational degree is a result of women liberation from the custom of in-house traditions when the constitution (article 45) framed the right to education for children. Women have already modified gender roles and eradicated some strong wrong beliefs from the minds of people (Pallavi 2022).

Majority or (49%) of women entrepreneurs in this study have been *in business for 6 to 10 years; 36% have been doing their business for 11-15 years; 11% are in less than 1 year in business and 4% has 1 – 5 years' experience in business.* These result supports the report by IBEF (India Brand Equity Foundation) that women-led businesses provide a great impetus to the economy. And according to Boston Consulting Group, start-ups founded or co-founded by women generate 10% more cumulative revenue over a five-year period. Women-led businesses are estimated to grow 90% in the next five years (IBEF 2022).

Forty-seven percent of women entrepreneurs are in the middle management level, 36% percent are senior managers and 17% are junior. This finding supports the percentage of women entrepreneurs in terms of age where majority belongs to the millennial age of 20 to 40 years old. Thirty-six percent of the respondents are supervising or managing 6-10 employees in the business.

34% of them have 1-5 employees; 17% and 14% are managing 11-15 and more than 15 employees, respectively.

Out of 169 women entrepreneurs, 46% have been in business as managers or owners for less than 1 year; 40% for 1-3 years; 11% with 4-6

years of experience as managers/owners. Only 3% has been managing or owning a business for more than 6 years, which inclines to support the study published by the *Pacific Business Review international* 'volume7'issue7, January (2015) that it has been traditionally a challenge for women to set up an enterprise. In early days of establishing of a business, women usually face preliminary barriers by different individuals of this eco-system, be it banks, suppliers, or vendors).

Majority of the women entrepreneurs or 88% spend 8-12 hours in business; 46% spend more than 12 hours; and 35% work in the business for 8 hours or less. More than half of these women respondents do not have flexible time to perform their roles in business but have engagement in sports and recreation.

### Personality Type of Women Managers

Using the Friedman and Rosenman behavior personality type instrument, it was revealed that 78% of the Indian women in business are of **Type A personality** who are characterized by a constant feeling of working against the clock and a keen sense of competitiveness, experience a higher stress level, hate failure, and find it difficult to stop working, even when they have achieved their goals. While 22% are of **Type B** who are characterized by a relaxed, patient, and easy-going nature, work steadily, enjoying achievements, but do not tend to become stress when goals are not achieved. They tend to be more tolerant of others, more reflective, experience lower levels of anxiety and display a higher level of imagination and creativity.

### Level of Organizational Stress of Women Entrepreneurs (Work Environment, Inner self, Interpersonal Relationship)

The findings in this investigation depict that both personality **Type A** with (3.7) mean and **Type B** with a mean of (3.51) women entrepreneurs have **High** level of stress in terms of **Work Environment**. The result shows though that Type B having a score of 3.51 is bordering the Average and High level of stress. This finding supports the report of Priory Group (n.d) that the quality of the working environment was perceived to be significantly lower by

women than men in which, women are unhappy about lower pay than men, lack of flexibility around working hours, job insecurity and lack of potential for career progression. Women's perception discrimination occurs within their work environment, regardless of their own personal experiences with it, can lead them to negatively assess their organizational experiences more than men do (Steiner, et al 2005.; Perez 2016)

In terms of **Inner-self** factors, both types of these women entrepreneurs are experiencing **High** level of stress. Lack of social support, high responsibility pressures, role struggle and poor work-family balance are major challenges for women entrepreneurs in India.

And, lastly, as to the level of entrepreneurial stress in terms of **Interpersonal Relationship**, both **Type A** and **Type B** women entrepreneurs have **Average** stress level. Interpersonal relationship at work can be built by the personality traits and highly affected by other psychosocial working conditions or rooted in the organization. Every employee needs to get along with his/her colleagues to accomplish a project in each time. Usually, a lone employee working in a project gets overwhelmed or overburdened, busy but accomplishing nothing and worse might end up resigning from the job. It is important to have the support of colleagues in any given task or project, thus, working in a team is important and this is certainly building a good interpersonal relationship among the peers or team

### Conclusions

The following conclusions were put together from the findings of the study:

- Majority of the Indian women entrepreneurs in Dubai, UAE have mean age of 36-40 years old, married, with master's degree, have been in business for 6-10 years, middle manager, with 6-10 employees under supervision, with less than one year as manager or owner of the business. These women entrepreneurs are spending from 8 – 12 hours in their business undertakings with no flexible time. However, it is a good thing that these women still find time to get engaged with any sport and recreation activities.

- A significant number (132 out of 169) of Indian women entrepreneurs in this study have Type A personality behavior.
- The stress level of women entrepreneurs is High in Work Environment and Inner self. Both personality types have Average level of stress in Interpersonal Relationship.
- There is no significant difference on the assessment of women entrepreneurs in the level of entrepreneurial stress when grouped according to profile and personality type, thus, accepting the hypothesis.

### Recommendation

- Businesses/enterprises, just like any other organization should establish a flexible time work schedule to give women more time in sustaining their engagement with sports and recreation. More than 8 hours spent to business undertaking is a sure stressor, thus, should be prevented.
- Stress management training, workshop and seminar should be provided to these women who are majority in the Type A behavioral pattern.
- Since the stress level of women entrepreneurs in work environment is High, business owners should initiate a seminar workshop on gender and development program for the women entrepreneurs and be aware of the disparity between genders on the sources of stress. To address the High stress level in inner-self factors, it is recommended that these women entrepreneurs undertake educational activities regarding the psychological principle and theories, mental and emotional health, join a support group with women who share similar interests and experiences.
- Finally, to address the stress level issues of women entrepreneurs, **Policies on the following items are herewith proposed**, such as: *Equity in pay and benefits for women; Benefit programs of special interests to women; Provide education support and opportunities for women; Provide leadership training that will develop the business and entrepreneurial skills and improve the competitiveness of women.*

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## APPENDICES

Table 1 Frequency and Percentage Distributions of Women Entrepreneurs in Terms of Age

Age	Value	Frequency	Percent	Valid Percent	Cum Percent
20-25	1	34	20.12	20.12	20.12
26-30	2	9	5.33	5.33	25.44
31-35	3	22	13.02	13.02	38.46
36-40	4	59	34.91	34.91	73.37
41 and above	5	45	26.63	26.63	100.00
Total		169	100.0	100.0	

Table 2 Frequency and Percentage Distributions of Women Entrepreneurs in Terms of Civil Status

Civil Status	Value	Frequency	Percent	Valid Percent	Cum Percent
Single	1	27	15.98	15.98	15.98
Married	2	140	82.84	82.84	98.82
Widow	3	2	1.18	1.18	100.00
Total		169	100.0	100.0	

Table 3 Frequency and Percentage Distributions of Women Entrepreneurs in Terms of Educational Attainment

Education Attainment	Value	Frequency	Percent	Valid	Cum
				Percent	
Bachelor's degree holder	1	53	31.36	31.36	31.36
Master's degree holder	2	84	49.70	49.70	81.07
Doctoral degree holder	3	23	13.61	13.61	94.67
With master's units	4	5	2.96	2.96	97.63
With doctoral units	5	4	2.37	2.37	100.00
Total		1691	100.0	100.0	

Table 4 Frequency and Percentage Distributions of Women Entrepreneurs in terms of numbers of years in business

No. of years in business	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than one year	1	18	10.65	10.65	10.65
1-5 years	2	7	4.14	4.14	14.79
6-10 years	3	83	49.11	49.11	63.91
11-15 years	4	61	36.09	36.09	100.00
Total		169	100.0	100.0	

Table 5 Frequency and Percentage Distributions of Women Entrepreneurs in terms of level as manager in business

Level as manager business	Value	Frequency	Percent	Valid Percent	Cum Percent
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Senior manager	1	60	35.50	35.50	35.50
Middle Manager	2	80	47.34	47.34	82.84
Junior manager	3	29	17.16	17.16	100.00
Total		169	100.0	100.0	

Table 6 Frequency and Percentage Distributions of Women Entrepreneurs in terms of number of employees under supervision

No. of employees under supervision	Value	Frequency	Percent	Valid Percent	Cum Percent
1-5	1	58	34.32	34.3	34.32
6-10	2	60	35.50	35.5	69.82
11-15	3	28	16.57	16.5	86.39
More than 15	4	23	13.61	13.61	100.00
Total		169	100.0	100.	

Table 7 Frequency and Percentage Distributions of Women Entrepreneurs in term of number of years as manager/owner

No. of years as manager/owner	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than one year	1	78	46.15	46.15	46.15
1-3 years	2	67	39.64	39.64	85.80
4-6 years	3	19	11.24	11.24	97.04
More than 6 years	4	5	2.96	2.96	100.00
Total		169	100.0	100.0	

Table 8 Frequency and Percentage Distributions of Women Entrepreneurs in terms of number of hours spent in business

No. of hours spent in business	Value	Frequency	Percent	Valid Percent	Cum Percent
8 hours or less	1	35	20.71	20.71	20.71
8-12 hours	2	88	52.07	52.07	72.78
More than 12 hours	3	46	27.22	27.22	100.00
Total		169	100.0	100.0	

Table 9 Frequency and Percentage Distributions of Women Entrepreneurs in terms of engagement in sports and recreation

Engagement in sports and recreation	Value	Frequency	Percent	Valid Percent	Cum Percent
Yes	1	94	55.62	55.62	55.62
No	2	75	44.38	44.38	100.00
Total		169	100.0	100.0	

Table 10 Frequency and Percentage Distributions of Women Entrepreneurs in terms of flexibility in performing the role in business

Flexibility in performing the role in business	Value	Frequency	Percent	Valid Percent	Cum Percent
With flexible time	1	66	39.05	39.29	39.2
No flexible time	2	90	53.25	53.57	92.8
	3	12	7.10	7.14	100.0
	.	1	.59	Missing	
Total		169	100.0	100.0	

Table 11 Frequency and Percentage Distributions of Women Entrepreneurs in terms of personality type

Personality type	Value	Frequency	Percent	Valid Percent	Cum Percent
Type A	1.00	132	78.11	78.11	78.11
Type B	2.00	37	21.89	21.89	100.00
Total		169	100.0	100.0	

Table 13 Level of Entrepreneurial Stress of Women Entrepreneurs in terms of Work Environment N= 169

Legend: 4.50 – 5.00 = Very High  
 3.50 – 4.49 = High  
 2.50 – 3.39 = Average  
 1.50 – 2.49 = Low  
 1.00 – 1.49 = Very Low

\*Significant Difference at  $\alpha = .05$ (Critical Level)

WORK ENVIRONMENT	Mean	Standard Deviation	Verbal Interpretation
1.Motivated Performance			
Type A	4.38	.90	High
Type B	3.49	1.24	High
2.Work Enthusiasm			
	3.77	.76	
Type B	3.51	1.12	High
3.Encouragement			
		1.16	
Type B	3.59	1	1.46
			High
4.Monetary Reward			
Type A	3.91		High
Type B	3.78	.66	High
		.48	
5.Status			
Type A	3.83	.68	High
Type B	3.54	.77	High
6.Decision-Making			
Type A	4.21	.68	
Type B	4.08	.78	High
			High
7.Tough Supervision			
Type A	3.90	.92	High
Type B	3.54	1.02	High
8.Workload			
Type A	4.02	.68	High
Type B	3.97	.73	High
9.Prestige			

Type A Type B	3.66 3.32	.85 1.00	High Average
10. Effective Supervision			
Type A Type B	3.93 3.76	.73 .76	High High
11. Expectation			
Type A Type B	3.77 3.76	.73 .76	High High
12. Performance Standard			
Type A Type B	3.53 3.70	.82 .94	High High
13. Imagination/Ingenuity			
Type A Type B	3.98 3.78	1.03 1.18	High High
14. Limited Perspective			
Type A Type B	4.17 4.00	.50 .97	High High
15. Human Nature			
Type A Type B	3.95 3.73	.79 .93	High High
14. Limited Perspective			
Type A Type B	4.17 4.00	.50 .97	High High
15. Human Nature			
Type A Type B	3.95 3.73	.79 .93	High High
Over-All Weighted Mean*			
Type A	3.71	.747	High
Type B	3.51	.89	High

Table 14 Level of Entrepreneurial Stress of Women Managers in terms of Inner Self (N=169)

Inner Self	Mean	Standard Deviation	Verbal interpretation
1. Vocal Explosiveness			
Type A	4.41	.83	High
Type B	4.24	.93	High
2. Perpetual Motion			
Type A	3.55	.78	High
Type B	3.41	1.01	Average
3. Impatience			
Type A	4.17	.88	High
Type B	3.97	1.01	High
4. Polyphasic Activity			
Type A	4.03	.81	High
Type B	3.78	1.01	High
5. Singular interest			
Type A	3.99	.88	High
Type B	3.81	1.00	High
6. Relaxation Guilt			
Type A	3.63	.72	High
Type B	3.19	1.10	Average
7. Environmental Observation			
Type A	3.72	.91	High
Type B	3.73	1.07	High
8. Materialism			

Type A	3.74	.86	High
Type B	3.54	1.02	High
9. Time Urgency			
Type A	3.52	1.02	High
Type B	3.41	1.34	Average
10. Aggressiveness			
Type A	3.50	.95	High
Type B	3.46	.93	Average
Gestures			
Type A	3.62	.93	High
Type B	3.95	.88	High
Self-sufficiency			
Type A	3.43	.87	High
Type B	3.41	1.04	Average
Numbers			
Type A	3.54	.99	High
Type B	3.68	.94	High
<b>Over-All Weighted Mean</b>			
<b>Type A</b>	<b>3.76</b>	<b>.88</b>	<b>High</b>
<b>Type B</b>	<b>3.66</b>	<b>1.02</b>	<b>High</b>

Table 15 Level of Entrepreneurial I Stress of Women Entrepreneurs in terms of Interpersonal Relationship (N = 169)

INTERPERSONAL RELATIONSHIP	Mean	Standard Deviation	Verbal Interpretation
1. Communication Ability		1	
Type A	3.65	1.01	High
Type B	3.43	.99	Average
2. Freedom			
Type A	3.60		High
Type B	3.49	.85	Average
		1.07	
3. Uniform Procedure			
Type A	3.34	1.10	Average
Type B	3.38	1.11	Average
4. Problem Solving			
Type A	3.25	1.09	Average
Type B	3.54	.99	High
5. Group Effort			
Type A	3.37	.71	Average
Type B	3.16	1.01	Average
6. Work Tolerance			
Type A	3.45	.99	Average
Type B	3.40	.98	Average
7. Work Pacing			
Type A	3.43	.90	Average
Type B	3.40	1.01	Average
8. Work Choice			
Type A	3.27	.94	Average
Type B	2.86	1.03	Average
9. Conflict Resolution			
Type A	3.40	.92	Average
Type B	3.32	.85	Average
10. Freedom of Action			
Type A	3.26	.95	Average
Type B	3.19	1.13	Average
11. Authoritativeness			
Type A	3.04	1.00	Average
Type B	3.41	1.01.	Average
12. Increased Productivity			
Type A	3.37	1.00	Average

Type B	3.11	.99	Average
13. Task Assignment			
Type A	3.18	1.14	Average
Type B	3.22	1.03	Average
14. Changes			
Type A	3.09	1.07	Average
Type B	3.38	1.06	Average
15. Work Schedule			
Type A	3.08	1.03	Average
Type B	3.11	1.05	Average
16. Explanation of Action			
Type A	3.07	.97	Average
Type B	3.32	.97	Average
17. Persuasiveness			
Type A	3.33	1.03	Average
Type B	3.57	.93	Average
18. Planning			
Type A	3.13	.75	Average
Type B	3.05	.91	Average
Over-All Weighted Mean*			
Type A	3.31	.97	Average
Type B	3.12	.90	Average

Appendix 2.

Figure 1 Stress and Personality Type

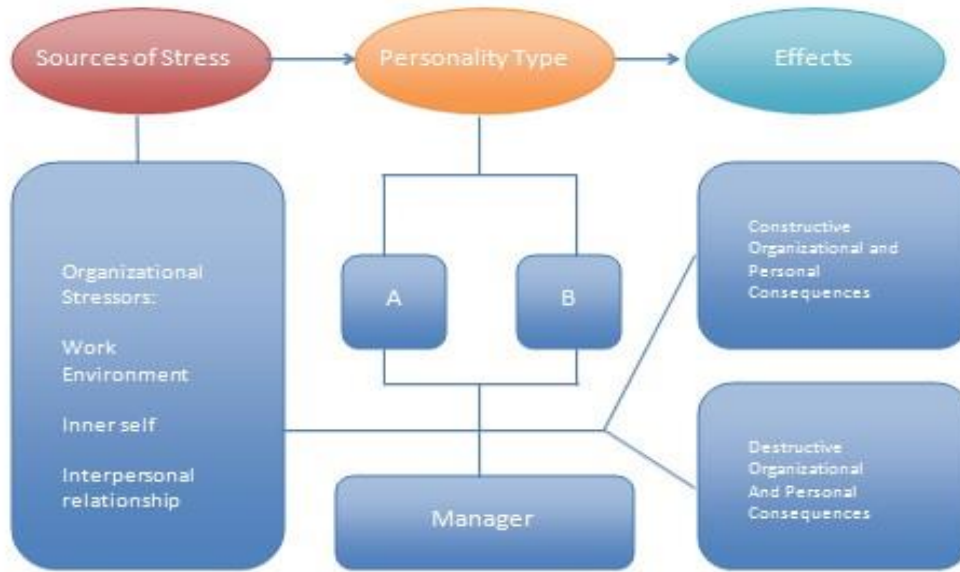
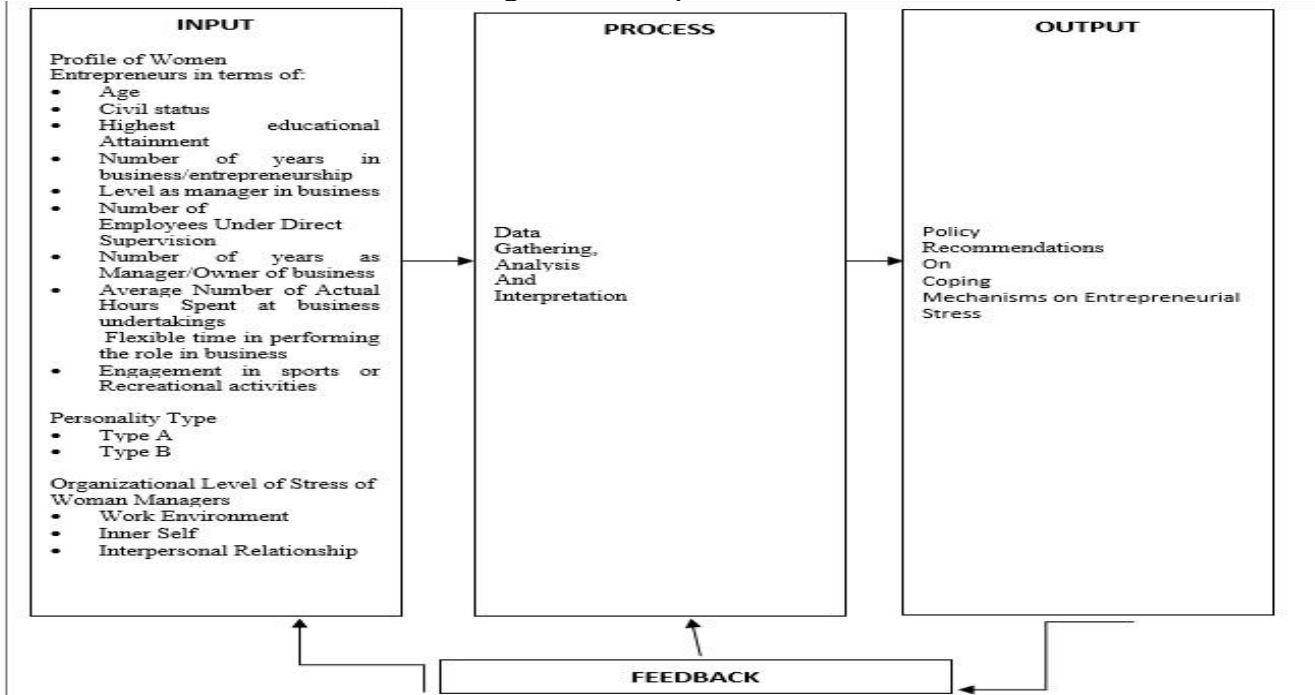


Figure A: Stress and Personality Model  
 Source: Adapted from Organizational Behaviour: Human Behavioural Work by John Newstrom and Keith Davis

Source: Adapted from Organizational Behavior: Human Behavioral Work by Newstrom and Keith Davis (2002)

Appendix 2.2

Figure 2 Conceptual Framework





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