

Chapter 2

Women on Boards Improving Women's Empowerment Through Entrepreneurship in Turkey

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ABSTRACT

It appears to be a collective acceptance that women must reason like men, act like women, look like girls, and work like horses. Talking about women vs. men in leadership, a person must first differentiate between the female aspect of leadership—delegating, pull leadership participative, encouraging, motivating, inspiring—and the male element of leadership—enforcing regulations, pushing people, setting rules, creating obligations, corporate behavior, putting limitations. The chapter contains the existing literature concerning women; entrepreneurship and family business in Turkey is studied, followed by the revision of the entrepreneurship of women due to Turkey's cultural context. Profiles of Turkish entrepreneurial women are deliberated upon. Then problems of entrepreneurial women are discussed in the latter segment. The chapter concludes with the applications and policy recommendations to aid entrepreneurship of women in Turkey.

INTRODUCTION

Economic and entrepreneurial studies on gender inequality reveal that men have higher motivation towards entrepreneurship than women and they tend to attain greater success than their female counterparts (Robinson & Stubberud, 2009; Fairlie & Robb, 2009). This inequality can either originate from individual personalities or be just a common occurrence (Nardone, 2007). Artz (2016) nonetheless suggested that a reasonable proportion of these studies end up making a partial conclusion because they are usually short of essential controls such as the scale of enterprise (Artz, 2016), the human difference (Cliff, 1998) and economic size (Robb & Watson, 2012).

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Entrepreneurship remains an inadequately studied subject in most developing countries (Naude, 2008) although the renewed interest these countries have been showing towards the topic of late (Naude, 2010; Minniti & Naude, 2010). Even with noticeable growth rates, the percentage of female entrepreneurs in these countries remains relatively low compared to what is attainable in developed countries (Gimenez-Nadal, Molina, & Ortega, 2012; Campana, Gimenez-Nadal, & Molina, 2017a).

Naude et al. (2008), Campana, Gimenez-Nadal, and Molina (2017a) highlighted possible reasons developing countries had shifted their attention to entrepreneurship, and they are:

- Poverty alleviation,
- Economic growth and development, and
- The impact of entrepreneurship on the wellbeing of households.

Terjesen and Amoros (2010) specifically discovered that though women have the upper hand, there is a gender difference between men and women in the entrepreneurial sectors of the Caribbean and Latin American economies. Even though the level of entrepreneurial engagement of women remains lower than that of men because of some issues (Kelley et al., 2016; Artz, 2016), they have recently improved to about 67% of the entrepreneurial engagement level of men.

The reasons for the gender inequality between men and women in entrepreneurship has been surveyed by Minniti (2010), and Cabrera and Mauricio (2017) have provided assessments of research works on entrepreneurship among women in developing countries. In recent reports on entrepreneurship among women, Kelley et al. (2016) conclude from the perspective of GEM that in some Asian, African, Caribbean and Latin American countries, there has been an encouraging decrease in the entrepreneurial gender differences between men and women. Comprehension of how women entrepreneurs employ unfamiliar plans of action to shift the current market trends is made possible by their sequence of entrepreneurial success. This success is mainly dependent on the political and economic conditions of developing countries.

If advancement in women liberation, as well as a reduction in male supremacy in the family, can be achieved, then making the labor force more feminine is well justified in this context. Entrepreneurship tends to advance progress speed; foster involvement in individual projects; and instills a conscious, competitive and organized work pattern especially in women. However, it can be said to be a product of employment and labor changes when it is initiated from a mere need for survival. In this regard, entrepreneurial leadership cannot only be determined as technical expertise, as it is more of a psychological approach and an attitude. It has been proven that essential mastering skills are necessary for women before heading into entrepreneurship. Skills like physical, spiritual and mental preparation, ability to both read and comprehend financial statements, careful design of business and private life, business growth development, maintaining and increasing the joy associated with doing business, and learning the ability to delegate to multitask. Though entrepreneurship has a significant role as a catalyst for economic development in developing and already developed countries, prior research focused solely on the United States as well as other developed countries (Cetindamar, 2005; Gupta et al., 2009) therefore, proven field knowledge has been restricted to the world's English-speaking sections (Karatas-Ozkan et al., 2010). The same can be said concerning the study on the entrepreneurship of women, as field researchers have typically been carried out in already developed countries (Welter et al., 2006; Cetindamar et al., 2012). Considering women entrepreneurs are labelled as extremely imperative yet untapped foundation of the developing world's economic development and growth (Minniti & Naudé, 2010; Vossenbergh, 2013), on

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