

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

EXPLORING THE FACTORS THAT IMPACT THE DECISION TO START A NEW  
VENTURE: THE CASE OF WOMEN IN QATAR

BY

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## ABSTRACT

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Title: Exploring the Factors that Impact the Decision to Start a New Venture: The Case of Women in Qatar

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As the female entrepreneur population in Qatar grows, their contributions to the economy have increased. Despite extensive research on general factors impacting entrepreneurial ventures, specific factors influencing female entrepreneurs to launch new businesses in Qatar remain understudied. To bridge this gap, this study examines the resources and capabilities affecting the decision of women entrepreneurs to start new ventures in Qatar.

Quantitative methods were employed to test the study's hypothesis, including creating a survey instrument combining items and scales from several published studies. To ensure broad accessibility, it was administered in Arabic and English, and 267 respondents completed it. A statistical analysis was conducted using SPSS. The analysis revealed a statistically significant correlation between institutional capital and new venture creation at the  $P < 0.1$  significance level. This finding aligns with prior research indicating the importance of institutional support in entrepreneurial success. This study extends the existing research on entrepreneurial factors by focusing on this under-studied group and provides empirical evidence to suggest targeted interventions that could support female-led new venture creation in Qatar.

Keywords: Entrepreneurship, Human Capital, Financial Capital, Social Capital, Institutional Capital, Dynamic Capabilities, New Venture Creation, Female Entrepreneurship.

## DEDICATION

*This research is dedicated to the women entrepreneurs in Qatar, those working hard to break barriers & to change the stereotype.*

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## CHAPTER 1: INTRODUCTION

### Entrepreneurship in Qatar

Entrepreneurship has been identified as a crucial driver of economic growth and diversification in emerging economies like Qatar. Entrepreneurship has been noted to be vital for achieving sustainable economic development, allowing for a shift from the heavy reliance on natural resources in the economy (Al-Qahtani et al., 2022). By establishing Qatar National Vision 2030, Qatar aimed to strategically diversify its economy by introducing and outlining different pillars and strategies on how Qatar plans to develop as a country (Tok et al., 2021). With a focus on economic, social, and human development pillars, the strategy highlights that the country is working towards promoting “a knowledge-based economy characterized by innovation; entrepreneurship; excellence in education; a world-class infrastructural backbone; the efficient delivery of public services; and transparent and accountable government” (Al-Qahtani et al., 2022).

### Benefits of new business ventures

New business ventures play a fundamental role in the diversification of the economy as they allow for more innovation, greater competition in the market, and more employment opportunities for different types of workers in the economy (Bastié et al., 2011). With increased job opportunities, new business ventures allow for more stability in the wage rate and a reduction in unemployment (Knatko et al., 2016). Furthermore, with newly established businesses, there is a new inflow of both domestic and foreign investments, creating a favorable business environment for the community with the potential for further investments in infrastructure, networks, and different institutions (Buccieri et al., 2021; Al-Housani et al., 2023). Entrepreneurship also plays a vital role in revitalizing local economies during economic downturns, and this was evident with the spur of new ventures created in Qatar during events such as the

blockade and COVID-19, where the number of new business ventures created had increased drastically, highlighting the shift to dependency on local businesses and the critical role that entrepreneurs play in driving markets towards more success and prosperity (Villegas-Mateos, 2022, El Nemar et al., 2016).

### Women Entrepreneurs in Qatar

Given the significant percentage of women that make up the population, it is essential to highlight the role that women can play in contributing to economic development. In alignment with the history of women being known for their roles in society as homemakers and caregivers (Al-Qahtani et al., 2022), in 2017 – 47% of the economically inactive population in Qatar was made up of housewives ( Planning & Statistics Authority, 2017). Over time, however, there has been a shift in employment; as of the last quarter of 2023, published statistics showed that 63.6 % of the national workforce in Qatar were females ( Planning & Statistics Authority, 2023).

With a vast growth in entrepreneurship within Qatar, female entrepreneurs have demonstrated the development of different business ventures, innovative solutions, and business ideas (Al-Qahtani et al., 2022). This growth in entrepreneurship highlights the potential that women have to contribute greatly to sustainable economic and social development by utilizing their skills, knowledge, and potential. Despite the support and resources provided for women entrepreneurs, socio-institutional barriers still prevent women from starting new ventures (Al-Qahtani et al., 2022). Various studies have explored these barriers, highlighting challenges such as environmental uncertainty, specific female risk aversion, and lack of relevant training and education( Anderson et al., 2007). Furthermore, research conducted in Saudia Arabia shows that female entrepreneurs face challenges with access to new markets and customers, bureaucracy

and procedures, access to loans and grants, and liaising with network organizations (Danish & Smith, 2012).

### Research Context

With evident support being provided to engage women in the economic development of Qatar, the factors that impact their decisions to become entrepreneurs have yet to be fully explored. Recognizing the multiple factors that affect the start of a career in entrepreneurship and the decision to open a new venture, this study aims to examine critical domains, including four different types of capital (resources) and three different dynamic capabilities of the entrepreneur and how these factors impact new venture creation by women in Qatar. These types of resources include Human, Social, Financial, and Institutional Capital and 3 types of dynamic capabilities, including sensing, seizing, and transforming capabilities. By exploring these different variables and how they impact the decision of women in Qatar to start a new venture, greater awareness will be raised regarding the importance of these factors and the role that policymakers and other community members can play in aiding women entrepreneurs to start new ventures.

### *Significance and Purpose of Study:*

While the country has made significant growth in empowering local talent and business innovation, female entrepreneurs face unique challenges. Given the increasing development of female entrepreneurs within the region, it is vital to understand the factors that impact their decisions to start new ventures. With greater awareness and understanding of the resources and capabilities required, many stakeholders, such as different government entities, policymakers, and individuals, can benefit, allowing for more job opportunities and economic growth. Furthermore, with more significant insights, researchers can design and develop different education programs addressing

identified needs for women entrepreneurs to equip them with the required skills and knowledge needed to succeed as female entrepreneurs in Qatar.

### *Research Problem and Aims*

Despite the research on the impact of these factors on the decision to start a new venture for entrepreneurs, there is a gap in identifying the impact of these factors on women entrepreneurs based in Qatar and their respective decisions to start new ventures. This research study aims to understand the relationship between these factors and new venture creation by women in Qatar, exploring 4 different types of resources and 3 different capabilities. The study seeks to highlight the relationship between these resources and capabilities and new venture creation through a methodological approach that combines survey-based data collection and statistical analysis using the SPSS platform.

### *Aim of the Project*

This study aims to identify the individual and environmental resources that impact women in Qatar's decision to start a new venture. These factors will then be analyzed to determine how they are related to each other. These resources include individual resources such as human capital, social capital, and financial capital, as well as the dynamic capabilities of the entrepreneur, including sensing, sizing, and transforming capabilities, as well as environmental resources such as institutional capital.

### *Research Question*

This research is designed to answer the below question:

- What resources and capabilities are needed to start new ventures for women in Qatar?

### *Research Outline:*

The research will start with the compilation of the literature review, followed by the design of the conceptual framework and survey instrument that integrates the different factors and scales. Quantitative primary data will be collected using a survey instrument constructed based on integrating different survey instruments into one, designed specifically through combining structured questions from different surveys to ensure effective analysis can be complete that measures all independent variables respectively. The survey questions are to be completed by women based in Qatar over the age of 18 and are expected to take up to 15 minutes to complete. The conceptual framework and hypothesis will be presented, along with the research methodology, approach, and data collection methods. Data will be presented and analyzed to answer the research questions and accept or reject the hypothesis defined. From the analysis of the data, different conclusions will be presented, highlighting different recommendations and future outlooks and prospects for further research.

## CHAPTER 2: LITERATURE REVIEW

### Background

With abundant crude oil and gas, Qatar has traditionally relied on these two sectors as the dominant drivers of its economic growth (Al-Qahtani et al., 2022). To promote sustainable development, the government has acknowledged that the economy must be diversified with a focus on the promotion of sustainable businesses in the country (Alomani et al., 2022). The change is planned to focus on the utilization of renewable resources, raise the interdependence of the industry, and increase the level of innovation and competition among the sectors in the global market (Lux et al., 2020).

To bring this vision to reality, Qatar has invested in the development and design of an entrepreneurial ecosystem designed to support Small and Medium-sized

Enterprises ( SMEs) by providing services and support needed for the establishment, operation, and continuity of these business ventures (Al-Qahtani et al., 2022). Qatar Development Bank (QDB) and Qatar Business Incubation Center (QBIC) have been established as entities that facilitate the development of businesses in Qatar.

Furthermore, Qatar has provided programs that help promote the development of entrepreneurship ideas and enterprises as well as a means to provide financial capital and support through different start-up programs (Al-Qahtani et al., 2022). Similarly, Qatar Financial Centre (QFC) has developed an ecosystem of support available for entrepreneurs wishing to establish themselves in Qatar (Alomani et al., 2022). Other initiatives include QDB's entrepreneurship leave program, which grants government employees paid leave to become full-time entrepreneurs in order to develop their business ideas and establish their new business ventures (Qatar Tribune, 2019). Moreover, in alignment with entrepreneurial development, the education sector has also invested greatly in developing innovation and entrepreneurship training programs, such as programs provided by Qatar University (QU), Carnegie Mellon University (CMU), Hamad Bin Khalifa University (HBKU), and Qatar Science and Technology Park (QSTP) (Al-Qahtani et al., 2022). Furthermore, In Qatar, regulatory factors have been reformed in relation to business registration and licensing, among other procedures, to enhance a conducive environment for business development and entrepreneurship (Sahli, 2021).

Entrepreneurship plays a fundamental role in the establishment of a knowledge-based economy through the invention of new ideas and new business ventures (Romer, 1994). By fostering sustainable economic growth, entrepreneurs create different sources of income, producing more jobs and allowing for a more developed economy (Al-Qahtani et al., 2022). Furthermore, through innovation, entrepreneurs are able to



bring new and valuable ideas to life by adapting to the business and market needs, respectively ( Wilson et al., 2009; Giunipero et al., 2005). Entrepreneurship has also grown as a career path, where the choice for self-employment has increased due to the changing nature of career prospects within corporate organizations ( Fallows & Steven, 2000) and the limited structure of employment opportunities. Among the challenges they face in their career paths are labor market discrimination, career challenges, and the achievement of glass ceilings (Baughn et al., 2006).

## Introduction to Key Factors Influencing New Business Venture Creation

### *Human Capital*

Human capital is defined as the subjective skills and knowledge of the entrepreneur gained through training and experience (Becker, 2009.) Entrepreneurs can gain human capital through education and different types of experience, such as management experience, industry experience, and entrepreneurial experience (Linder et al., 2020). Research has highlighted that the more specific the human capital is to the entrepreneur's venture, the more beneficial it will be (Unger et al., 2011). Human capital development depends on the person and would, therefore, impact what type of opportunities they identify and explore (Linder et al., 2020).

### *Social Capital*

Social Capital refers to social networks exhibited through social structures and created through investment in social relationships ( Linder et al., 2020). It is defined as the outcome of an individual's social interactions and the capacity to develop meaningful relationships from these interactions (Linder et al., 2020).

Social capital can play a subjective role in opportunity recognition as well as provide access to different resources ( Mahmood et al., 2011). By having a network of

social contacts, social capital can be built through the flow of social resources and support received (Davidsson & Gordon, 2012).

### *Financial Capital*

Financial capital is known as the sum of money and capital that the entrepreneur or organization can spend on goods or services. It can also be in the form of investments from others' contributions to the business venture (Al-Qahtani et al., 2022). Furthermore, options such as loans from banks or venture capital investment can contribute to how entrepreneurs set up or grow their businesses (Gueydi & Haq, 2022). Financial Capital is a general type of resource as it can be converted to other types of resources ( Wiklund & Shephard, 2005).

### *Institutional Capital*

Institutional Capital comprises the rules and legal regulations involved in entrepreneurship within the economy (Sahasranamam & Nandakumar, 2020). Institutional environments are made up of regulatory and normative systems designed to shape different business entities' actions ( Nelson, 1993). Furthermore, Institutional capital makes up part of the entrepreneurial ecosystem, where research conducted by Spigel in 2017 highlights seven components that impact entrepreneurial activities. These components include government policies, access to capital, access to labor/talent, professional services, access to physical infrastructure, local attitudes, and access to mentors ( Lux et al., 2020).

### *Dynamic Capabilities*

Dynamic capabilities are defined as capabilities that allow firms to transform and renew their assets in order to be innovative and respond to changes in the business environment ( Teece, 2014). Three types of dimensions of capabilities are explored with respect to entrepreneurial capabilities, namely sensing, seizing, and transforming

capabilities. Sensing capabilities refers to the ability to scan the organizational environment internally and externally and identify new developments and opportunities for new ventures (Nedzinskas et al., 2017; Kump et al., 2019). Seizing refers to the ability to develop and select business opportunities that align with the venture's strengths and environment ( Teece, 2007). It requires understanding and compiling internal and external information to make strategic decisions regarding venture development through seizing different business opportunities (Kump et al., 2019). Transforming capabilities refer to the ability to enhance, protect, and reconfigure business assets with the aim of business growth and adapting to market needs (Kump et al., 2019). It is defined as the strategic renewal of a business venture by reconfiguring resources, structures, and processes ( Kump et al., 2019). Table 1 below demonstrates the definitions of key factors being explored in this study.

Table 1. Definitions of key factors

Key Factors	Definition	Resource
Human Capital	Capital made up of subjective skills and knowledge received through training and experience	Becker (2009)
Social Capital	The social networks that are exhibited through social structures and are created through investment in social relationships	Linder et al. (2020)
Financial Capital	Monetary resources available to individuals or organizations, including savings, investments, or access to external funding sources.	Boudreaux & Nikolaev (2019)
Institutional Capital	Formal and informal rules, regulations, and norms shaping the entrepreneurial environment, including government policies, legal frameworks, and cultural attitudes.	Sahasranamam & Nandakumar (2020)
Sensing Capabilities	The ability to scan the organizational environment both internally and externally and be able to identify new developments and opportunities for new ventures	Nedzinskas et al. (2013)
Seizing Capabilities	The ability to develop and select business opportunities that are in alignment to the ventures strengths and environment	Teece (2007)

Transforming  
Capabilities

The ability to enhance, protect and reconfigure business assets with the aim of business growth and adapting to the market needs.

Kump et al.  
(2020)

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## Theoretical Background and Literature Theories

### *Human Capital Theory*

Human Capital theory states that higher levels of knowledge, skills, and competencies of the business owner, lead to better performance outcomes of organizations as a whole ( Ployhart & Moliterno, 2011). Similarly, it has been defined to consist of attributes that lead to increased productivity (Becker, 2009). Likewise, Becker (1962) defines human capital theory as the investment individuals make in the acquisition of knowledge and skills, consisting of both general and specific types of human capital (Alomani et al., 2022).

In human capital research, it has been demonstrated that there are two different types of human capital: general and specific ( Unger et al., 2011 ). An entrepreneur's general human capital is derived from his or her education and training. The concept of specific human capital is more task-oriented, emphasizing technical tasks, managerial tasks, and entrepreneurial tasks that are specific to a particular industry ( Linder et al., 2020; Alomani et al., 2022; Baptista et al., 2014; Bosma et al., 2004 ). The OECD (2004) highlights that educated women drive new businesses in Saudi Arabia (OECD, 2004). This is evident as an analysis of female business owners in Saudi Arabia revealed that 58% have obtained post-secondary education, 38% have graduated with an undergraduate degree, and 11% have obtained a postgraduate degree (Alturki and Braswell, 2010). Furthermore, Hamdan's 2005 research has demonstrated that education is vital to women's empowerment and the country's economic survival in the future (Hamdan, 2005). This is in line with studies completed in Saudia Arabia that

have demonstrated that growing access to education has led to more women starting businesses in fashion, jewelry, interior design, and photography, as well as consulting, marketing, event management, and public relations (Danish & Smith, 2012).

In addition to training and education, work experience can also contribute to human capital. Research has highlighted that there are three dimensions in which entrepreneurs can gain experience: industry, management, and start-up experience (Carter et al., 2003). It has been noted in previous research that female business owners possess less industry experience than their male counterparts. In addition to being segregated within sectors such as service, finance, and real estate (Brophy, 1992), they were also farther removed from industries such as manufacturing and technology (Carter et al., 2003).

According to research, for entrepreneurs, management experience arises from managing organizations, whereas entrepreneurial experience arises from running their own businesses (Unger et al., 2011). Furthermore, women are less likely than men to attain human capital through executive or technical management experience (Watkins and Watkins, 1984), and this, in combination with the absence of female role models in senior management, can impact their willingness to engage in entrepreneurial activities (Danish & Smith, 2012). Other challenges highlighted in previous research note that the lack of business experience, exposure to vital skills, and a shortage of opportunities for market research and professional development all represent barriers to female entrepreneurship (Anderson et al., 2007; Ba-Isa, 2007).

Furthermore, other factors that contribute to greater human capital is the entrepreneurial experience of the entrepreneur's parents, which is which if any of their parents are entrepreneurs- this can contribute towards human capital through knowledge sharing and role modeling (Bosma et al., 2012). Similarly, previous

research conducted in Pakistan also showed that entrepreneurship is usually a career taken on by those existing in business families and thus remain within the same business. However, this has shown itself to be leading to business overcrowding as only a small number of new business ventures are being created (Mahmood, 2012).

### *Social Capital Theory*

Based on social capital theory, entrepreneurs have a network of social and professional contacts that allow them to access information and resources (Alomani et al., 2022). Lin (2017) defines social capital as a resource embedded within societal structures that can be accessed and created by investing in interpersonal relationships. Furthermore, Linder et al., (2020) define social capital as the outcome of an individual's social interactions and the capacity to build valuable relationships with them. Differences in social capital lead to unique insights into opportunities and access to varied resources at different stages of entrepreneurial growth (Mahmood et al., 2011).

Coleman (1988) defines social capital as norms, networks, and relationships in the organization's social structure where the entrepreneur resides. It can be determined by the number of social role models, interpersonal skills, and the flow of supportive societal resources an individual can build up over time. These resources contribute to their entrepreneurial journey (Davidsson and Honig, 2003).

By connecting with external networks, entrepreneurs can gain access to knowledge and resources (Alder & Kwon, 2002) and improve their social skills (Baron & Markman, 2000; Baron & Markman, 2003). Prior research has shown that social capital benefits entrepreneurs by allowing them to gain insight into new and diverse ideas (Davidson & Honig, 2003). Furthermore, research has highlighted that entrepreneurs often make decisions based on advice received from their social network (Brüderl & Preisendörfer, 1998). This is again highlighted further, where challenges

regarding social capital faced by women entrepreneurs in Saudi Arabia have been shown to be due to a lack of business women associations, and thus, a lack of networking opportunities ( Sadi and Al- Ghazali, 2010).

Social networks can be split into two different types- Weak and strong ties. Weak ties comprise an extended network of loose relationships between individuals ( Granovetter, 1973), and strong ties comprise close relationships such as family and close friendships ( Zimmer, 1986). In addition, social capital can also be defined through two different domains, Network Diversity which are composed of the range of contacts within the social network as well as Network Tie Strength, which is related to the strength of the relationship between the network members ( Carter et al., 2003). Research on network diversity highlights that having a diverse network made up of a large set of ties can help female entrepreneurs have a wider social system and open further information channels ( Carter et al., 2003). Additionally, female entrepreneurs with diverse networks have an increased chance of obtaining equity financing ( Carter et al., 2003 ).

Regarding the strength of a network tie, study findings indicate that women prefer relationships characterized by emotional intensity, turning to family and friends rather than work associates (Carter et al., 2003). This, however, highlights a disadvantage, where there is restricted knowledge and experiences shared that are only limited to what the family and friends share respectively ( Carter et al., 2003). Similarly, weak ties such as ties to different networks such as accountants, technical consultants, and legal professionals are more likely to be less effective as these relationships are not strong, and therefore, the social capital received from them may not be at the level required. Nevertheless, research conducted by Aldrich and Reese(1997) highlights that social capital, in the form of advice received from other

entrepreneurs in the same line of work provided the highest benefits to business owners (Carter et al., 2003).

### *Financial Capital Theory*

Financial Capital is composed of capital coming from many sources, including personal savings, bank loans, funds from venture capital, and government grants (Carter et al., 2003). Theories such as the “Pecking Order Hypothesis” highlight that debt will be one of the first sources entrepreneurs look for when it comes to financing their businesses (Carter et al., 2003). Financial capital is a vital tool for new ventures as it protects organizations from shocks and allows them to pursue different strategies to make them unique in the market (Cooper et al., 1994). Similarly, entrepreneurs who have sufficient financial capital have low risk (Khan et al., 2019), and research has indicated that the presence of initial capital plays a great role in business operations and sustainability of new business ventures as new ventures require enough financial capital to ensure they can gain their competitive advantage and perform at their best (Huang, 2016). Financial capital can readily be available for entrepreneurs to finance new business ventures. However, not all entrepreneurs have direct access to financial investments and capital. This is consistent with previous research highlighting that access to money for financing entrepreneurship is a major challenge for entrepreneurs, especially at the beginning stages of new venture creation (Robb and Coleman, 2010).

With respect to female entrepreneurs, Research shows that there is conflicting evidence on accessing debt as financial capital. Despite some studies showing that women entrepreneurs are less likely to get access to debt financing due to discrimination, others have found little evidence of discrimination against women (Carter et al., 2003). Discrimination has been a factor that greatly impacts access to financial capital, as due to prejudice and credibility issues, female entrepreneurs are



treated less than their male counterparts ( Carter & Cannon, 1992). Previous research also highlights factors such as confidence, skills, experience, and contacts differ between males and females, thus allowing males to be more successful in raising finances for starting a business (Danish & Smith, 2012).

### *Institutional Capital Theory*

Institutional capital is composed of the nation's combination of Regulatory and Normative systems (Scott, 1995). These systems are composed of guidelines, governmental policies, widely shared social knowledge, and value systems ( Yang et al., 2023). These systems make up a country's institutional profile and can highlight the environmental factors that can impact the likelihood of female entrepreneurs starting a new venture. Regulatory systems comprise government policies, laws, and regulations that support new businesses, whilst Normative systems refer to the degree to which the community members view entrepreneurship as added value and innovative thinking ( Busenitiz et al., 2000).

Regulatory and Normative systems provide different types of support for entrepreneurs. Regulatory support refers to the different laws and regulations that facilitate new ventures' access to finances and business development. Governments provide this type of support to offer assistance to new ventures entering new markets, increasing efficiency, and acquiring strategic assets ( Luo et al., 2010; Busenitiz et al., 2000; Yang et al., 2023 ). Normative support refers to the support provided by the public through encouraging entrepreneurial activities and supporting innovative thinking (Busenitiz et al., 2000). Entrepreneurs in countries with high normative support tend to have more risk-taking tendencies and, therefore, take more risks in innovation and strategic development ( Clarke & Liesch, 2017).

Research regarding institutional capital highlights that a nation with a supportive regulatory system supports entrepreneurs through the establishment of laws and policies that facilitate easier access to firms for financing, reducing risks and allowing them to gain required resources, respectively ( Busenitz et al., 2000). This is evident through the growth of foreign direct investment in emerging markets such as in Brazil and China, which have increased due to the home government's favorable policies for entrepreneurship ( Luo et al., 2010 ). Furthermore, research demonstrates that in countries with normative support for entrepreneurs and admiration for innovative thinking, entrepreneurs are more likely to apply human capital and resources to start new ventures ( Yang et al., 2023).

In addition to these two types of systems, institutional capital is composed of different components that contribute to the entrepreneurial ecosystem. According to Spiegel (2017), these components include government policy, access to capital, labor, professional services, physical infrastructure, local attitudes toward entrepreneurship, and mentorship opportunities. In addition, these components have been supported in numerous research studies related to entrepreneurial ecosystems ( Cohen, 2006; Neck et al., 2004; Suresh & Ramraj, 2012 ). With respect to government policies, research has highlighted that by providing policies that either encourage or hinder entrepreneurial activities, the government can influence individuals' decisions on whether or not they decide to start new ventures (Autio et al., 2014). Examples of policies that can encourage this include providing cost advantages such as reduced taxes as well as reducing regulatory barriers such as providing access to permits and licenses ( Mack & Mayer, 2016; Cohen, 2006). Furthermore, governments can play a vital role in the creation of new ventures by providing different incubation programs facilitating new venture creation (Spiegel, 2017) as well as marketing campaigns to help boost the

visibility of new ventures ( Mack & Mayer, 2016). The presence of these types of initiatives has been highlighted in Qatar through the establishment of different incubation programs as well as country-wide campaigns such as “Made in Qatar,” allowing for greater visibility and support to be provided to local SMEs ( Al Qahtani et al., 2022). Furthermore, impactful government policies can create a favorable environment for initiating new ventures ( Mack &Mayer, 2016).

Access to capital is vital to institutional capital as it allows entrepreneurs to access well-developed financial markets. These markets must be available, visible, and accessible for potential entrepreneurs to allow effective and successful entrepreneurship ( Spigel, 2017). For innovative ventures, capital may be accessed from investors and venture capitalists who are more risk-oriented and drawn toward innovative ideas ( Auerswald & Dani, 2017). It is also possible to access capital through local small investors or through government programs designed to support new business startups ( Lux et al., 2020 ).

For effective new venture creation, access to labor and talent is required to ensure success ( Auerswald & Dani, 2017). Talent required for successful entrepreneurship includes skilled labor with technical, managerial, product, and market knowledge, as well as customer service and connections with suppliers ( Neck et al., 2004). For success at a startup, further skills are required, such as risk tolerance and uncertainty avoidance (Spigel, 2017).

Moreover, for new ventures to be successful, they need access to additional professional services and capabilities that will allow them to gain the necessary support. Professional services such as legal, accounting, consulting, and insurance services will greatly support the establishment of new ventures ( Cohen, 2006). Research indicates

that the availability of relevant and accessible professional services can affect the decision to start a business ( Lux et al., 2020 ).

Another aspect required in institutional capital is access to physical infrastructure. Physical infrastructure consists of public assets, resources, and facilities, such as roads, airports, transport lines, electricity, and telecommunications ( Mack & Mayer, 2016 ). These aspects can be subsidized for small and medium-sized enterprises to support the development of new ventures ( Cohen, 2006).

Like the normative system, local attitudes play a pivotal role in creating new ventures. Local beliefs can either support entrepreneurial activities by portraying them as a sustainable career path or hinder the beginning of new ventures by viewing them as a last resort for career advancement.

Furthermore, access to mentors plays a vital role in new venture creation as through effective knowledge sharing and transfer, entrepreneurs can learn from individuals with vast experience in the same domain. Access to mentors differs from social capital, as social capital refers to entrepreneurs personal networks ( Stam et al., 2014), whilst access to mentors refers to whether or not local business mentors are available and willing to support entrepreneurs (Lux et al, 2020).

#### *Dynamic Capabilities Theory (Sensing, Seizing, Transforming)*

In accordance with dynamic capabilities theory, organizations can innovate and respond to market changes by utilizing entrepreneurial capabilities, such as sensing, seizing, and transforming (Kump et al., 2019). Dynamic capabilities theory is defined by Teece et al. (1997) as a framework for “integrating, building, and reconfiguring internal and external competencies to respond to rapidly changing environments ”. Teece et al. (1997) also highlight the difference between ordinary capabilities that generate value for the organization and dynamic capabilities that aim to extend and

modify ordinary capabilities (Kump et al., 2019). Teece et al. (1997) defined dynamic capabilities as having three dimensions: Sensing, Seizing, and Transforming capabilities.

Sensing is identifying, developing, and assessing technological opportunities related to customer needs (Teece, 2014). An entrepreneur with strong sensing capabilities can scan the organizational environment continuously to identify opportunities and anticipate potential threats (Pavlou & El Sawy, 2011; Teece, 2007; Helfat and Peteraf, 2015). Other terms define sensing capabilities, such as knowledge acquisition (Jantunen, 2005) and environmental scanning (Danneels, 2008). Research shows that sensing can occur through different channels, such as participating in shared knowledge networks or gaining customer insights about market needs (Danneels, 2008).

Seizing capabilities refers to the ability to effectively select and develop business opportunities that are aligned with the organization's strengths and strategy (Teece, 2007). It is composed of the ability to make strategic decisions based on valuable knowledge that was effectively identified through sensing. High seizing capabilities can be defined as the ability to transform valuable information into successful business opportunities (Kump et al., 2019).

Transformation capabilities include putting the necessary processes and structures in place and establishing the required infrastructure and talented workforce to explore effective business models and opportunities (Teece et al., 2007). Teece et al. (2007) define transforming as the "ability to recombine and reconfigure assets and organizational structures as the organization grows and market demands change." Implementing competencies makes up transforming capabilities, which comprise skills such as communication, interpretation, and adaptation to changes made to the strategic

plan (Noble, 1999). Entrepreneurs with high transforming capabilities can consistently implement new changes by assigning different responsibilities, allocating resources, and ensuring the workforce is fully trained and upskilled ( Kump et al., 2019).

The dynamic capabilities of entrepreneurs can be developed and cultivated through different types of skill development and entrepreneurial management experience (Teece, 2012; Zahra et al., 2006). Research has highlighted that capabilities such as sensing and transforming processes are key performance drivers of new international ventures from China and Sri Lanka (Jiao et al., 2013). Furthermore, Khan and Lew (2018) highlight that all three dimensions are required to facilitate the survival of Pakistani International new ventures. Through implementing these capabilities, entrepreneurs can identify and shape valuable opportunities ( Bucciari et al., 2021). Little research has been completed with respect to the impact of these capabilities on the likelihood of starting a new venture, but given the vast amount of research conducted on the role that these capabilities play in the successful performance of new ventures, it is important to explore the relationship between how the presence of these skills can impact the likelihood of starting a new venture.

#### Factors Impacting Women Entrepreneurs

Studies have shown that women entrepreneurs are aware of the impact of their ventures on the environmental, societal, and economic developments of the country ( Kearins & Schaefer, 2017; Barrachina Fernández et al., 2021). Likewise, they are viewed as “ one of the vehicles of economic and social development” (Hechavarria et al., 2019). Female entrepreneurs have demonstrated that they contribute not only to economic development but also to society, increasing women’s empowerment respectively (Carter et al., 2003).

Furthermore, evidence shows that women entrepreneurs have led the growth and development of economies as well as increased self-efficacy and sufficiency of different societies (Kearins & Schaefer, 2017). There is a current drive for entrepreneurship in Qatar, as a recent study found that one-third of women are willing to start and run their own businesses (Al-Qahtani et al., 2022). Additionally, previous research highlights that women entrepreneurs' business goals are driven by financial gain as well as strong motivational factors such as independence, flexibility, and work-life balance (Mukhtar, 2002).

In entrepreneurship, evidence has shown that women face multiple challenges, all of which are obstacles in the way of initiation and further development of their businesses. Due to factors such as gender injustice and unwarranted stereotypes, women can be limited in their ability to establish or grow businesses (Al-Qahtani et al., 2022). The lack of access to financial capital, such as funding and investment, acts as a barrier to new venture creation. This is evident as male-based studies show that women entrepreneurs have less access to financial capital as compared to their male counterparts (Del-Aguila-Arcentales et al., 2022), and this is due to the conscious or subconscious representations that traditionally prevail in the investment market (Carter et al., 2003).

Furthermore, female entrepreneurs face challenges such as lacking suitable platforms and channels for communicating and networking with other female entrepreneurs and subject matter experts (Sadi & Al-Ghazali, 2010). Furthermore, research notes female entrepreneurs usually undermine their social and professional networks, compared to their male counterparts, who have made social connections that they can use for resources, information, and support required for business growth (Al-Qahtani et al., 2022). In this case, the lack of leadership manifests in challenges such

as limited access to guidance and mentorship (Balawi, 2021). Thus, women might not have access to appropriate role models to lean on. They might also lose the opportunities to receive guidance from those who have been through similar experiences (Carter et al., 2003).

Most societies face the norms of gender and its consequences that hinder women's autonomy and decisions (Al-Qahtani et al., 2022). Participation in entrepreneurial activities, access to resources, and venture outcomes are the most prominent gender gaps (Al-Qahtani et al., 2022). Furthermore, cultural norms and societal conditions serve as hindrances, especially for women who face challenges in male-dominated business fields ( Tok & D'Alessandro, 2019).

Yet, despite the stated challenges, women entrepreneurs have shown to be determined and innovative in making their way through the entrepreneurial ecosystem (Alomani et al., 2022). This is evident as there exists a number of female-owned businesses that are adding value to the market by integrating aspects such as social impact, sustainability, and community involvement (Carter et al., 2003). In addition, women entrepreneurs introduce a diversity of perspectives, leadership styles, and effective problem-solving skills, which reinforce innovation and, ultimately, competitiveness within the market (Al-Qahtani et al., 2022).

The strategy for supporting women's entrepreneurship is to disassemble the systems and processes that create barriers to women's participation in the entrepreneurial ecosystem, as well as to make policies that are unbiased towards women (Orkodashvili, 2023), thus allowing for Policymakers and respective stakeholders to not only lead the economy through new sources of growth, innovation, and social progress but also cultivate women's empowerment to improve the economy (Melchor-Duran & Villegas-Mateos, 2024)



### Literature Gap:

After completing an in-depth literature review, it is evident that there exists a gap in the exploration of factors that impact new venture creation by female entrepreneurs in Qatar. This gap highlights an important aspect to be explored as it holds great value and potential that may add to and improve the entrepreneurial ecosystem for women in Qatar. Although previous research has explored women entrepreneurship in different areas of the world and the Middle East, factors impacting women entrepreneurs in Qatar have not yet been explored effectively (AlQahtani et al., 2022). Studying this unexplored area will highlight and further explore the factors that impact the creation of new ventures by women in Qatar.

Previous research in women's entrepreneurship has highlighted challenges such as financing problems, challenges with regulatory frameworks, as well as challenges with the creation of social networks, all of which are indicators of different means that can be improved and can be considered an excellent suggestion for policymakers (Carter et al., 2003). With the outcomes of this study, different factors will be highlighted that can improve women's entrepreneurship, motivate potential entrepreneurs, and bring social changes that will contribute further to the realization of gender equality and women empowerment (Al-Qahtani et al., 2022). The research, in turn, will not only add to academic knowledge but also have an important practical value for policy-makers, practitioners, and stakeholders who aim to improve the entrepreneurial ecosystem for women in Qatar.

## Conceptual Model

Upon completing the literature review, the following conceptual model was determined that highlights the independent variables and the relationship between them and the dependent variable. The literature review highlighted the various types of capitals available in the entrepreneurial ecosystem, as well as dynamic capabilities of the entrepreneur that can impact the likelihood of starting a new available in the entrepreneurial ecosystem, as well as the. Thus, the 4 different types of capital and 3 dynamic capabilities are measured as independent variables, which will be measured in relation to the dependent variable of new venture creation.

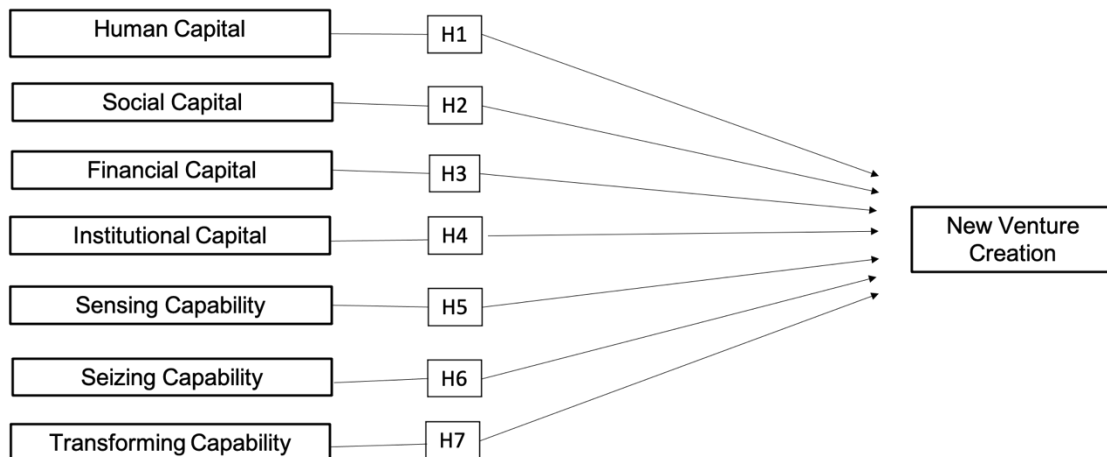


Figure 1. Conceptual Model- Factors impacting New Venture Creation by Women in Qatar

### *Research Hypothesis:*

Based on the research objectives, along with the data gathered and reviewed from the literature review, this study will be testing the following hypothesis:

H1: There is a significant positive relationship with the availability of human capital and the creation of a new venture.

H2: There is a significant positive relationship with the availability of social capital and the creation of a new venture.

H3: There is a significant positive relationship with the availability of financial capital and the creation of a new venture.

H4: There is a significant positive relationship with the availability of institutional capital and the creation of a new venture.

H5: There is a significant positive relationship between the entrepreneur's sensing capabilities and the creation of a new venture.

H6: There is a significant positive relationship between the entrepreneur's seizing capabilities and the creation of a new venture.

H7: There is a significant positive relationship between the transforming capabilities of the entrepreneur and the creation of a new venture.

## CHAPTER 3: RESEARCH METHODOLOGY

### Research Design and Approach:

This study has been designed to address a specific gap identified from a review of previous literature. Based on different types of research, this study will follow a descriptive and correlation research design to highlight the relationship between various variables and how they are associated with the dependent variable of new venture creation. Quantitative data will be collected to accumulate a large sample of data that would allow for effective hypothesis testing (Rahman, 2018).

The combination of these types of research designs will allow for flexibility in data collection, where data can be easily collected through constructed questionnaires (Baxter & Jack, 2008). Furthermore, they can allow for the generalization of data from a sample to a larger population, to an extent, provided the sample studied is representative (Babbie, 2015). Likewise, the Correlation research design will allow for statistical analysis of the relationship between these variables, identifying relationships (Cohen et al., 2013) and providing insights for further studies and exploration (Coolican, 2014). Compared to other types of studies, such as experimental designs, descriptive and correlational designs are less timely and more cost-efficient, providing more benefits to the study (Babbie, 2015).

#### Data Collection Methods

Data collection for this study was completed using quantitative data from a constructed survey instrument. Primary Data was collected in April 2024 through this structured questionnaire. The population studied was women based in Qatar who were over 18 years old. The survey was distributed in Arabic and English to ensure increased accessibility and response rates (Steenkamp, 2001). Moreover, providing the questionnaire in the native language of the country where the research is based will allow for enhanced cultural relevance where participants will feel more connected and engaged, as well as mitigate the risk of response biases due to poor understanding of the survey questions if they were to be taken in a second language (Usunier, 1998, Pan & de la Puente, 2005).

The survey was uploaded onto the Microsoft Forms platform and distributed as links through several social media channels such as Email and social platforms such as Instagram, and WhatsApp. The use of online questionnaires provides many benefits to this study as it allows for easier distribution and access to more participants (Fan &

Yan, 2010). Likewise, online questionnaires allow for more cost-effective methodology (Wright, 2005) and faster data collection (Evans & Mathur, 2005). Online questionnaires are highly scalable and allow real-time data monitoring and adjustments if required (Dillman et al., 2014; Couper, 2008). These anonymous questionnaires allowed for a decrease in social desirability bias, thus presenting a more representative response (Joinson, 1999). Online questionnaires also allow for automated data entry, reducing the risk of error concerning data collection (Sheehan, 2001). The selected platform provides flexibility regarding the variety of questions asked and scales represented on one instrument (Birnbaum, 2004).

#### Research Instrument:

This survey was constructed by compiling different scales from published papers that measure specific variables. By reviewing various scales, key items have been highlighted and merged into one questionnaire representing all seven independent variables and one dependent variable. The construct measures, number of items and sources are highlighted in Table 2 below. There was a total of 55 items on the survey instrument. This survey was composed of Control questions, Close-ended questions, Multiple-choice questions, as well as questions employing a five-point Likert scale highlighted below:

- o Strongly Disagree (1) to Strongly agree(5)
- o Very Unfavorable(1) to Very Favorable (5).
- o Completely Untrue(1) to Completely True(5)

Table 2. Variable Constructs, Number of Items and Types of Scales of Research Instrument

Variable No.	Factors	Type of Variable	Number of Items	Type of Scales
1	Control	Control	6	Multiple Choice
2	New Venture Creation	Dependent	1	Yes/No
3	Human Capital	Independent	7	Mixed*
4	Social Capital	Independent	9	Mixed*
5	Financial Capital	Independent	3	Yes/No
6	Institutional Capital	Independent	14	5 Point Likert
7	Sensing Capability	Independent	4	5 Point Likert
8	Seizing Capability	Independent	5	5 Point Likert
9	Transforming Capability	Independent	6	5 Point Likert
Total			55	

\*Mixed refers to a mixed scale incorporating all Yes/No, Multiple Choice as well as 5 point Likert Scale Questions

This approach was selected for compiling the research instrument to ensure established reliability and validity, where there can be confidence in the questionnaire's ability to measure its properties accurately ( DeVellis, 2017). Likewise, using scales from published papers will allow for enhanced credibility ( Nannally, 1994) and standardization in measuring the variables ( Schmidt & Hunter, 2014). Furthermore, the combination of different scales reduces the risk of common method bias (Podsakoff et al., 2003).

The questionnaire was first constructed in English and then later translated into Arabic. To ensure validation of the translation and that the translated questionnaire measures what it is intended to measure, several steps were taken to ensure its validation. Firstly, the forward translation was completed from English to Arabic. This was then followed by a back translation from Arabic to English, completed by a different translator to ensure that the translated items were the same as the original set of items. This second translation aimed to identify any inconsistencies or misinterpretations in the translation ( Brislin, 1970). Adjustments were made to the

survey questions with respect to harmonization to ensure that the flow of questions made sense and could be related to the target population while maintaining equivalence with the original question and scale ( Harkness, 2003).

### Sampling Method

With respect to sampling, a non-probability sampling approach was used where a sample of data was collected to represent the population being sampled. This type of sampling approach is more practical and manageable when studying a large population (Marshall, 1996). Moreover, this type of sampling requires fewer resources and takes less time to complete (Saunders et al. 2009), which provides more benefits to studies where time is a constraint, allowing for data to be gathered at a faster rate. ( Jager et al, 2017).

### Population and Sample Size

The population selected for this study is female entrepreneurs based in Qatar. This population consists of females from all nationalities above the age of 18. As this population is large, a sample of 267 responses from females was studied. This encompasses Qatari and non-Qatari participants.

### Verification Methods

Verification methods are used to verify the data collected via the constructed questionnaires. To ensure the validity of the instrument items, all items used are from published papers, thus ensuring that they are valid and answer the questions it was designed to measure and are standardized (Nannally, 1994; Schmidt & Hunter, 2014). Another type of verification method that was applied included the forward and backward translation of the items from English to Arabic and back to English to ensure consistency (Brislin, 1970). Other verification methods include internal consistency reliability testing. This type of testing will determine how closely related the items are to the same construct, which is measured by measuring Cronbach's Alpha. The scale is

considered reliable if the alpha value is above 0.7 (Tavakol & Dennick, 2011). Other testing methods were conducted, including frequency analysis to measure the demographics and Pearson's correlation analysis to highlight the strength and direction between factors together, helping to quantify the linear relationship between the variables (Cohen et al., 2003). Furthermore, binary logistic regression was applied to assess the hypothesis proposed in the conceptual model. This type of testing was applied as the dependent variable is measured using a binary scale, and this type of regression will provide insights into whether the hypothesis can be accepted or rejected (Hosmer et al., 2013).

### Variables

The control variables measured characteristics such as Age, Nationality, Non-Qatari nationality, marital status, Number of children in the household less than 15 years old, Number of Family members within the household, and Employment Status, which were all categorical. Other characteristics, such as Social Status and Attitude toward self-employment, were based on a 5-point Likert scale of Strongly Disagree (1) to Strongly Agree (5). The independent variables highlighted in Table 3 below, highlight the questions and the type of scale they are measured in. As noted above, some variables are composed entirely of one type of scale, whilst others, such as the Human Capital and Social Capital Independent Variables, are compiled of items with different scales and, therefore, have mixed scales. As some factors are composed of different scales, it is not appropriate to take the average of these items. Therefore, the approach is to take the total score of all items. The score of each independent variable was calculated by adding the row scores of items under the independent variable, then divided by the maximum sum scores of the items per variable and multiplied by 100 to standardize the score. Furthermore, 2 items were removed from the Social Capital



Factor: Items SC6 and SC7. These items were removed as the scales cannot determine the highest level compared to the lowest. For SC6, it's difficult to determine the impact of the strength of the social network from the choices provided, as the relationship can be different and subjective for everyone; therefore, it would not be appropriate to scale it. Similarly, for SC7, it's difficult to determine the strength from how frequently they would be contacted, as frequency does not ensure that added value will be given during those contact points. Therefore, data collected in SC6 and SC7 were removed from the data set for the rest of the analysis. Table 3 below highlights all items and questions in the English questionnaire. The Arabic version can be found in the appendix.

Table 3. Survey Item Constructs and Resources

Item	Factor	Question	Scale	Resource
Age	Control	Age: 18-24, 25-35, 36-54, 46-54, 55+	Multiple Choice	Karim et al, 2022
Nationality	Control	Nationality: Qatari, Non-Qatari	Multiple Choice	Behghani , 2024
Marital Status	Control	Marital Status: Single, Married, Separated, Divorced, Widowed	Multiple Choice	Terrell & Troilo, 2010
Number of Children in the household less than 15 years of age	Control	Number: 0, 1, 2,3, 3+	Multiple Choice	Terrell & Troilo, 2010
Number of family members in the household	Control	Number: 1, 2, 3, 4,4+	Multiple Choice	Karim et al, 2022
Employment	Control	Fulltime, Part time, Unemployed	Multiple Choice	Ismail et al, 2018
DV	New Venture Creation	Did you start a business in the last two years (Yes =1, No=0)	Close-ended	Karim et al, 2022
HC1	Education	Secondary School, Diploma, Bachelor's Degree, Masters, PhD ( Secondary School=1, Diploma=2, Bachelor's Degree=3, Masters=4, PhD=5)	Multiple Choice	Al-Halbadi et al, 2024
HC2	Perceived Skill	I have sufficient knowledge and skill in starting and running a business (1-Strongly disagree - 5-strongly agree)	5-point likert scale	Karim et al, 2022
HC3	Opportunity Recognition	I have some very good business ideas which would be implementable and profitable (1-Strongly disagree - 5-strongly agree)	5-point likert scale	Karim et al, 2022
HC4	Parents Entrepreneurial Background	Either parents are self-employed? (Yes =1, No=0)	Close ended	Karim et al, 2022
HC5	Managerial Experience	How many years of experience in general management, supervisory or administration do you have? (0=1, 1-3=2, 3-5=3, 5+=4)	Multiple choice	Linder et al, 2019
HC6	Financial Acumen	How much formal education and training in finance do you possess ( none- 1 ,some-2, most-3,extensive-4)	Multiple Choice	Carter et al 2010
HC7	Training	Number of trainings in different functional areas ( 0-1, 1-2=2, 3-4 = 3, 5+ = 4)	Multiple choice	Alomani et al 2022
SC1	Social Network: Strong Ties	Have you had social support provided by social contacts, those that would NOT be on the startup team, who have been particularly (Yes=1, No=0)	Close ended	Alomani et al 2022

<b>Item</b>	<b>Factor</b>	<b>Question</b>	<b>Scale</b>	<b>Resource</b>
SC2	Mobilized Social Capital	How many other people , who will not have an ownership share, have provided significant support, advice or guidance on a regular basis to this new business? (0=1, 1=2 ,2=3 3=4, 3+=5)	Multiple choice	Linder et al, 2019
SC3	Social Capital Investments	National governments have special support available for individuals who want to start a new business (1-Strongly disagree - 5-strongly agree)	5-point likert scale	Linder et al, 2019
SC4	Social Capital Investments	Community groups provide good support for those starting new businesses ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Linder et al, 2019
SC5	Social Capital Investments	Bankers and other investors in your Social Capital community go out of their way to help new businesses get started ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Linder et al, 2019
SC6	Diversity and Strength of Social Network	Whom will you approach when in need of business advice or support? (a relative, lawyer, another entrepreneur, a network government agency, a private entity)	Multiple Choice	Lux et al, 2020
SC7	Diversity and Strength of Social Network	How frequently would you contact them? (Once a week, once a month, once every 3 network months, never contact).	Multiple Choice	Lux et al, 2020
SC8	Social Network : Weak Ties	Business Support provided by professional mentoring and consultancy via weak ties ( 1-Completely Untrue- 5- Completely True)	5-point likert scale	Alomani et al 2022
SC9	Social Network: Weak Ties	Professional mentors provide advice as subject matter experts in business domain ( 1-Completely Untrue- 5- Completely True)	5-point likert scale	Alomani et al 2022
FC1	Loans as Investments	Has this (new) business directly received any loans or financial support, including any loans or investments from you (or other owners)? ( Yes=1, No=0)	Close ended	Linder et al, 2019
FC2	External Funding	Have you received the first outside funding from financial institutions or other people for this new Close ended business? ( Yes=1, No=0)	Close ended	Linder et al, 2019

<b>Item</b>	<b>Factor</b>	<b>Question</b>	<b>Scale</b>	<b>Resource</b>
FC3	Delayed payment	Has credit with a supplier been established or will credit with a supplier be established? ( Yes=1, No=0)	Close ended	Linder et al, 2019
IC1.1	Environmental favorability	Rate favorability of the below conditions : -Government policy and regulations (1-Very Unfavorable - 5- Very Favorable)	5-point likert scale	Yang et al, 2022
IC1.2	Environmental favorability	Rate favorability of the below conditions: -Access to financial capital ((1-Very Unfavorable - 5- Very Favorable)	5-point likert scale	Yang et al, 2022
IC1.3	Environmental favorability	Rate favorability of the below conditions: - Access to labor and talent (1-Very Unfavorable - 5- Very Favorable)	5-point likert scale	Yang et al, 2022
IC1.4	Environmental favorability	Rate favorability of the below conditions -Access to professional services (1-Very Unfavorable - 5- Very Favorable)	5-point likert scale	Yang et al, 2022
IC1.5	Environmental favorability	Rate favorability of the below conditions -Availability of local business mentors (1-Very Unfavorable - 5- Very Favorable)	5-point likert scale	Yang et al, 2022
IC1.6	Environmental favorability	Rate favorability of the below conditions - Availability of local business mentors (1-Very Unfavorable - 5- Very Favorable)	5-point likert scale	Yang et al, 2022
IC1.7	Environmental favorability	Rate favorability of the below conditions - Local attitudes towards entrepreneurship (1-Very Unfavorable - 5- Very Favorable)	5-point likert scale	Yang et al, 2022
IC2	Regulatory Support	Government organizations in this country assist individuals with starting their own business ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Yang et al, 2022
IC3	Regulatory Support	Government sets aside government contracts for new and small ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Yang et al, 2022

<b>Item</b>	<b>Factor</b>	<b>Question</b>	<b>Scale</b>	<b>Resource</b>
IC4	Regulatory Support	The government sponsors organizations that help new businesses develop (1-strongly disagree-5-strongly agree)	5-point likert scale	Yang et al, 2022
IC5	Normative Support	In this country, innovative and creative thinking is viewed as the route to success ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Yang et al, 2022
IC6	Normative Support	In this country, innovative and creative thinking is viewed as the route to success ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Yang et al, 2022
IC7	Normative Support	Entrepreneurs are admired in this country ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Yang et al, 2022
IC8	Normative Support	People in this country tend to greatly admire those who start their own business ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Yang et al, 2022
SNN1	Sensing	I know the best practices in the market ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
SNN2	Sensing	I am up-to-date on the current market situation ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
SNN3	Sensing	I know how to access new information ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
SNN4	Sensing	I always have an eye on our competitors' activities ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
SNN5	Sensing	I quickly notice changes in the market ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
SZZ1	Seizing	I can quickly relate to new knowledge from the outside (1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
SZZ2	Seizing	I recognize what new information can be utilized in our company ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
SZZ3	Seizing	I am capable of turning new technological knowledge into process and product	5-point likert scale	Kump et al, 2019

<b>Item</b>	<b>Factor</b>	<b>Question</b>	<b>Scale</b>	<b>Resource</b>
SZZ4	Seizing	innovation ( 1-Strongly disagree - 5-strongly agree) Current information leads to the development of new products or services ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
TC1	Transforming	By defining clear responsibilities, I successfully implement plans for changes ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
TC2	Transforming	Even when unforeseen interruptions occur, change projects are seen through consistently. ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
TC3	Transforming	Decisions on planned changes are pursued consistently in our company ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
TC4	Transforming	In the past, I have demonstrated my strengths in implementing changes. ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
TC5	Transforming	I can put change projects into practice alongside the daily business. ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019
TC6	Transforming	I can adapt plans for change flexibly to the current situation. ( 1-Strongly disagree - 5-strongly agree)	5-point likert scale	Kump et al, 2019

## Ethical Considerations

For the purpose of this study, ethical approval was obtained from the Institutional Review Board at Qatar University. Online consent forms were distributed and received back from respondents before completing the surveys on Microsoft Forms. The consent forms were distributed in both Arabic and English Language. The consent forms included all information regarding the study, such as study objectives, hypothesis, benefits, as well as potential risks and discomfort. The overall time required and frequency of participation were also highlighted. Confidentiality is maintained for this study as all collected data was anonymized, and no personal information was shared. The form also highlighted that participation is voluntary, promoting participants' autonomy ( Beauchamp & Childress, 2019). Obtaining informed consent from participants allows them to make well-informed decisions regarding their involvement after understanding the risks and benefits. Furthermore, there is no deception, and therefore, through the presence of informed consent forms, there is enhanced trust built between the researcher and the participant ( Hall et al., 2001).

## CHAPTER 4: RESULTS AND DISCUSSION

SPSS was used for data analysis. Frequencies and percentages were computed for the categorical variables, while mean and standard deviation were computed for the quantitative variables. Cronbach's Alpha was used to measure the reliability of the independent variables, and Binary logistic regression was completed to explore the independent variables that impact the dependent variable. Pearson's Correlation

Coefficient was used to measure the correlation between two quantitative variables. Overall, 267 responses were received, and all responses were analyzed. The analysis is explained below.

## Demographic Information

Table 4 below highlights the frequency and distribution of the demographic characteristics. Results show that from the study sample, 64% of the respondents were between 25 and 35 years old. With respect to nationality, the sample consisted of 97% of Qatari respondents, with 3 % being Non-Qatari. Non-Qatari females had nationalities ranging from different backgrounds, such as American, Bahraini, British, Iranian, Omani, South Korean, and Syrian. The high number of respondents of Qatari nationals is likely due to how the sample was collected. As it was non-probability convenience sampling, the data set collected was likely to be impacted by the researcher's social network. Concerning Martial status, the highest percentage of the sample ( 46.8%) were single, followed by married females (45.3%).

This is important to note as previous research highlighted that in relation to the likelihood of new venture creation, single women were more likely to start businesses than married women due to fewer family responsibilities and constraints (Minniti & Nardone, 2007).

Similarly, the employment status highlights that 82.4% of the sample work full-time. In relation to previous research conducted, evidence shows that individuals in full-time employment are often better equipped to transition into entrepreneurs due to the accumulated skills, competence, and networks (Georgellis & Wall, 2005). Furthermore, 14.6% of the sample were unemployed, contributing to the likelihood of starting a new venture as previous research indicates that unemployment can lead women to entrepreneurship as an alternative due to insufficient labor market options ( Langowitz & Minniti, 2007).

Data also shows that 44.2% of the participants did not have any children under 15 years old in the household, and 78.7% had more than 4 family members in the



household. This highlights that the majority of the participants do not have young children and thus have fewer family responsibilities. With respect to how the participants viewed self-employment as giving better social status, 23.6% strongly agreed, whilst only 6% strongly disagreed. Although the majority of the sample felt neutral, GEM reports show that positive societal attitudes toward self-employment significantly influence women's likelihood of engaging in entrepreneurial activities (Kelley et al., 2013)

Similarly, with respect to attitude towards self-employment, where participants were asked if they agreed with the statement self-employment is better than working for others, 31.5% were neutral, and 22.5% strongly agreed. This is in alignment with previous research, where a study conducted by Kirkwood in 2009 highlighted that women were driven to become entrepreneurs due to the autonomy it offers, which can lead to higher job satisfaction as compared to working for others (Kirkwood, 2009)

Table 4 Frequency and percentage distribution of demographic characteristics  
(Total = 267)

Characteristics	Categories	n	%
Age	18-24	26	9.7
	25-35	171	64.0
	36-45	47	17.6
	46-54	23	8.6
Nationality	Qatari	259	97.0
	Non-Qatari	8	3.0
Non-Qatari nationality	American	2	0.7
	Bahraini	1	0.4
	British	1	0.4
	Iranian	1	0.4
	Oman	1	0.4
	South Korea	1	0.4
	Syrian	1	0.4
Marital Status	Divorced	13	4.9
	Married	121	45.3
	Separated	7	2.6
	Single	125	46.8
	Widowed	1	0.4
Number of children in the household less than 15 years	0	118	44.2
	1	43	16.1
	2	49	18.4
	3	17	6.4
	>3	40	15.0
Number of family members in the household	1	4	1.5
	2	20	7.5
	3	10	3.7
	4	23	8.6
	>4	210	78.7
Employment Status	Full Time	220	82.4
	Part Time	8	3.0
	Unemployed	39	14.6
Self-employment gives better social status	Strongly Disagree	16	6.0
	Disagree	55	20.6
	Neutral	81	30.3
	Agree	52	19.5
	Strongly Agree	63	23.6
Self-employment is better than working for others	Strongly Disagree	15	5.6
	Disagree	61	22.8
	Neutral	84	31.5
	Agree	47	17.6
	Strongly Agree	60	22.5

Table 6 below represents the frequency and percentage distribution of the dependent variable of starting a new venture. Our sample represented 168 entrepreneurs out of 267, thus highlighting that 62.9% of the sample had already started a business in the last two years.

Table 5. Frequency and percentage distribution of the dependent variable (Total = 267)

Dependent variable	Categories	n	%
Started a business in the last two years	No	99	37.1
	Yes	168	62.9

### Descriptive Analysis

After removing the data from the two items, SC6 and SC7, data analysis was conducted for the data set to identify the mean and standard deviation. The mean is calculated by finding the average of the total score for each item, as explained above. This will indicate the average of the data set. The standard deviation (SD) represents the average variability of data collected per construct. Table 5 below highlights the mean and SD of each construct.

Table 6. Cronbach's Alpha, mean, and standard deviation of independent variables.

Independent variables (Out of 100)	Number of Items	Cronbach Alpha	Mean (Out of 100)	SD (Out of 100)
Human capital	7	Not applicable	59.2	12.8
Social capital	7	Not applicable	56.5	13.5
Financial Capital	3	Not applicable	35.3	31.5
Institutional capital	14	0.921	61.3	14.1
Sensing capability	5	0.881	65.7	15.5
Seizing capability	4	0.828	73.8	10.9
Transforming capability	6	0.943	73.6	14.4
Overall	46	Not applicable	63.5	9.4

The construct with the highest means includes the seizing, transforming, and sensing capability constructs. This suggests that, on average, respondents tended to select responses with a higher score, such as “Neutral,” “Agree,” and “Strongly Agree.” The construct with the lowest mean score, financial capital, comprised the least number of items and was composed of close-ended, binary questions. With respect to SD, results showed that almost all of the independent variables had an SD of below 20, thus highlighting a small to moderate spread of scores. This low variation highlights that the mean is more representative of the data set. The SD of financial capital was also higher than 20, thus highlighting a wide dispersion of scores. The overall mean and SD are also representative and show a small deviation, highlighting that the data set collected provided results that are representative.

#### Reliability

Cronbach Alpha was used to measure the reliability of the constructs used in the questionnaires. As some constructs were made up of a mixture of multiple types of scales, Cronbach’s alpha was not applicable. These constructs are Human, Social and Financial Capital. For the scales that were entirely made up of items measured by 5point likert scale, high Cronbach alpha scores were highlighted. For Institutional Capital and Sensing, Seizing, and Transforming Capabilities, the Cronbach alpha value was above 0.7; therefore, these constructs were considered reliable. In addition, as the values were closer to 1, they are considered highly reliable and indicate good internal consistency (Tavakol & Dennick, 2011). Overall, as some of the constructs were not applicable to be measured through Cronbach alpha, the overall reliability of the instrument could not be measured. However, as the items all came from published papers, their reliability has been confirmed.

## Regression Analysis

Binary logistic regression was applied to measure the relationship between the independent and dependent variables. As the dependent variable of new venture creation was measuring whether or not the participants had started a business in the last two years, the results were binary. The results in Table 7 below highlight the beta, P value, and odd ratio and will allow for the decision to be made on whether to accept or reject the defined hypothesis above.

Table 7. Binary logistic regression between independent variables and the dependent variable

Independent variables	B	P-value	Odd Ratio	95% CI for Odd Ratio	
				Lower	Upper
Social capital	0.024	0.912	0.666	1.576	1.025
Financial Capital	0.102	0.669	1.108	0.692	1.772
Institutional capital	0.631	0.096*	1.879	0.894	3.947
Human capital	-0.061	0.793	0.941	0.595	1.487
Sensing capability	0.094	0.581	1.098	0.787	1.533
Seizing capability	-0.807	0.213	0.446	0.125	1.590
Transforming capability	0.332	0.191	1.394	0.847	2.295

\*. Significant at the 0.10 level.

The P value should be below 0.05 for results to be statistically significant. The results above show that no independent variables have a statistically significant relationship with the new venture creation dependent variable. If compared to a P value of below 0.1, the institutional capital score shows to be significant, confirming a significant relationship between institutional capital and new venture creation.

Furthermore, the beta value is positive, highlighting a positive relationship. The Odd ratio is also the highest compared to the rest of the variables, which highlights that as the institutional capital score increases by 1 unit, the probability of new venture creation increases by 1.897 times more, and there is 95% confidence that the odd ratio can range from 0.894 to 3.947. For the remaining variables, the P values presented are high and, therefore, do not confirm statistical significance. There are several reasons

why no statistical significance is detected for the remaining variables. Firstly, it can be that there is actually no significance between the relationship between these factors and the dependent variable. Furthermore, the sample size may not be large enough to detect an effect, especially if the effect size is small. In addition, there can be response bias in the responses, which may impact the results.

### Correlation

Pearson's correlation coefficient has been applied to measure the strength and relationship between the independent variables (Pearson, 1895). For correlation to be significant, the P value should be below 0.05. Table 8 below highlights the correlations and significance between the variables.

Table 8. Pearson correlations between independent variables

Independent Variable		Human capital	Social capital	Financial capital	Institutional capital	Sensing capability	Seizing capability	Transforming capability
Human capital	Correlation	1						
	P-value							
Social capital	Correlation	0.230**	1					
	P-value	0.000						
Financial capital	Correlation	0.273**	0.385*	1				
	P-value	0.000	0.000					
Institutional capital	Correlation	0.029	0.697*	0.198**	1			
	P-value	0.637	0.000	0.001				
Sensing capability	Correlation	0.461**	0.499*	0.351**	0.364**	1		
	P-value	0.000	0.000	0.000	0.000			
Seizing capability	Correlation	0.435**	0.205*	0.269**	0.059	0.634**	1	
	P-value	0.000						
Transforming capability	Correlation	0.437**	0.152*	0.266**	-0.045	0.531**	0.727**	1
	P-value	0.000	0.013	0.000	0.462	0.000	0.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### Interpreting the Size of a Correlation Coefficient

<b>Interpreting the Size of a Correlation Coefficient</b>	
<b>Size of Correlation</b>	<b>Interpretation</b>
0.90 to 1.00 (–0.90 to –1.00)	Very high positive (negative) correlation
0.70 to 0.90 (–0.70 to –0.90)	High positive (negative) correlation
0.50 to 0.70 (–0.50 to –0.70)	Moderate positive (negative) correlation
0.30 to 0.50 (–0.30 to –0.50)	Low positive (negative) correlation
0.00 to 0.30 (0.00 to –0.30)	Very low correlation

Source: Mukaka, 2012

All of the variables demonstrate significant correlation with each other except for institutional capital and human capital, seizing capability and institutional capital, and transforming capability and institutional capital, where the p values are 0.673, 0.340, and 0.462, respectively.

Furthermore, the correlation between the remaining variables has highlighted significance at the 0.01 level. The highest correlation can be seen between transforming capability and seizing capability, with a correlation of 0.727. This is in line with previous research that indicates that seizing and transforming capabilities are required together to grow new ventures and ensure they maintain competitiveness ( McGrath & MacMillan, 2000).

The second highest correlation between institutional capital and social capital with a correlation of 0.697. This confirms previous research that highlights that institutional and social capital frameworks provide complementary frameworks that can increase new venture creation by leveraging both capitals ( Bruton et al., 2010). All correlations between the variables are positive, except for one which is not significant ( -0.045, with a p-value above 0.05). The strength of the linear relationship

between these variables is shown to be high. A high correlation of these variables can provide insights into how these factors may be related to each other and how this relationship between the factors may play a role in business venture creation or growth. From the data compared to the interpretations in Table 10, there are 9 very low correlations, 7 low positive correlations, 3 moderate positive correlations, and 1 high positive correlation.

A high correlation between different independent variables in a dataset can indicate multicollinearity. Multicollinearity occurs when two or more independent variables in a regression model are highly correlated ( Shrestha, 2020). This can have implications with respect to the binary logistic regression analysis due to issues such as the increase in standard error coefficients. This can lead to instability and lead to statistically insignificant coefficients, even if there is an underlying effect (Midi et al. 2010). Furthermore, it can lead to difficulties in determining effects, as due to the high correlation between the factors, it's challenging to evaluate the individual impact of independent variables respectively. This is as changes in one variable may be associated with changes in another, and thus impacting the determining effects respectively.

Various approaches may be applied to decrease multicollinearity. Firstly, to increase the sample size. This is because increasing the number of responses in the study will provide more data that can clarify individual impacts of highly correlated predictors, as well as decreased standard errors ( Midi et al. 2010). Another approach would be to decrease the number of variables tested together. This will decrease the level of multicollinearity within the data set( Midi et al. 2010). Furthermore, other approaches may be to conduct factor analysis approaches such as the Principal Component Analysis (CPA) to transform the highly correlated variables to a set of principal components ( linearly uncorrelated), and then it can be used again as



predictors in the regression model (Midi et al. 2010) These approaches were not applied in this study due to time limitations.

## CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

Female entrepreneurship has been a growing career path for many females as they venture into the entrepreneurial ecosystem with the aim to contribute to the Qatari economy. Although many research studies have been conducted regarding the factors that impact entrepreneurs starting new ventures, there exists a gap in studying how these factors impact new venture creation by female entrepreneurs in Qatar.

The findings highlighted in this study note that, through the sample studied, a great number of female entrepreneurs are in the age range of 25-35 years old. Institutional Capital, Sensing, Seizing, and Transforming capability scales all showed high reliability with Cronbach alpha. The reliability of the other factors could not be measured in this study as they consisted of mixed scales, and therefore, it would be non-applicable to measure them with Cronbach's alpha. However, as highlighted above, all scales were selected from published papers; thus, internal reliability was already confirmed.

From the data set analyzed, the binary logistic regression highlights that there are no statistically significant relationships between the independent and dependent variables at  $P < 0.05$ . Therefore, all hypotheses defined at  $P < 0.05$  are rejected. There is, however, statistical significance between institutional capital and new venture creation at  $P < 0.1$ , thus accepting the hypothesis the below hypothesis:

H4: There is a significant positive relationship with the availability of institutional capital and the creation of a new venture.

## Study Implications

The results from this study highlight the important role that institutional capital plays in the probability of new venture creation and, therefore, indicate that the area of institutional capital should be focused on with respect to environmental favorability, normative and regulatory support, as well as looking at improving policies and government processes to favor and further enable the process of new venture creation for female entrepreneurs in Qatar.

Improving access to institutional capital and enhancing the quality of institutional capital can foster an environment that supports new venture creation and is an integral aspect of an effective entrepreneurial ecosystem. Suggestions for improvements can include streamlining the licensing and permit processes to decrease the bureaucratic layers and ease the registration process. Furthermore, fast-track processes may be implemented to provide dedicated services that help entrepreneurs navigate the regulatory requirements for new venture creation. These actions will reduce barriers to entry for new entrepreneurs and reduce the startup costs and time required to enter the market.

Further enhancements can be implemented by building on existing entrepreneurial education and training programs. As Qatar already has established programs and incubation centers that provide mentoring, skills development, and network opportunities, such as QDB Programs and QBIC, it is important to raise awareness of the programs provided, as well as enhance accessibility for female entrepreneurs. For example, for female entrepreneurs that work full-time, entrepreneurial training programs should be provided after working hours to allow time

for them to join. Furthermore, actions such as enhancing financial infrastructure and access to financial capital, talent, and labor, as well as the physical infrastructure and professional services, will all enhance and foster new venture creation. Stakeholders such as policymakers, government entities, and other key players in the entrepreneurial ecosystem play a key role in providing access to these resources as well as raising awareness of their availability. To enhance normative support of the community, it is important to promote entrepreneurs' success stories through media and recognition. This will not only foster a culture of appreciation towards entrepreneurs but also encourage a culture that supports new venture creation.

#### Limitations and Future Research

As highlighted in the discussion above, there are various limitations to the findings of the study. Firstly, due to the high correlation between the independent variables, multicollinearity may have occurred, and this could have impacted the binary logistic regression and, ultimately, the results of accepting or rejecting the hypothesis. Although there are different approaches to reducing the impact of multicollinearity, they were unable to be implemented due to time and resource limitations. Furthermore, as the study was based on non-probability convenience sampling, this approach is less representative due to selection bias and lack of generalizability. Although this approach is applicable in this study, where time was a constraint, it could have also impacted the results.

Other limitations include response bias, where the respondents could have answered the survey without considering the questions just to complete the survey. This type of response bias is satisficing, and this can greatly impact the findings. Due to the lack of effort exerted by the respondents, questions may not have been answered representatively. This type of bias is greatly evident with questionnaires distributed

online (Anduiza & Galais, 2017). This type of response bias can be reduced by changing the length of the survey as well as the kind of questions asked. In the case of this study, neither of these approaches could be applied as the number of factors being studied required a specific number of items.

Other types of bias include that respondents could have answered the questions in a way that others will view favorably, causing social desirability bias (Kwak et al., 2021). As this survey was anonymized, this reduces the chance of social desirability bias; however, it cannot eliminate it. Central tendency bias could have also impacted the findings, as many questions were based on a 5-point Likert scale; respondents may have selected middle options to avoid extreme responses (Westland, 2022). Overall, although this sample size was adequate, given the limited time provided for this study, expanding the sample size could provide more impactful results and contribute to more insights for further studies.

Further research can be conducted in the same domain but more in-depth to further research the impact of different types of institutional capital and how they can further enhance new venture creation for women in Qatar. Furthermore, studies can be explored to investigate the link between institutional capital and new venture creation in specific industries that are more concentrated with female entrepreneurs, such as the fashion or food and beverage industries. Other research areas can be explored that aim to highlight the link between institutional capital and new venture creation and identify the specific factors that can be used to create effective strategies for enabling new venture creation. This type of research will provide more insights into academic knowledge, valuable insights, and practical applications that can boost the country's economic development.

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## APPENDICES

Appendix A: IRB Approval Letter



## Qatar University Institutional Review Board **QU-IRB**

QU-IRB Registration: IRB-QU-2020-006, QU-IRB, Assurance: IRB-A-QU-2019-0009

DATE: April 4, 2024

TO: Maryam Al Sulaiti, MBA  
FROM: Qatar University Institutional Review Board (QU-IRB)

PROJECT TITLE: 2178767-1 Exploring the factors that impact the decision to start a new venture: The case of women in Qatar.

QU-IRB REFERENCE #: QU-IRB 119/2024-EA  
SUBMISSION TYPE: New Project

ACTION: APPROVED  
REVIEW TYPE: Expedited Review  
DECISION DATE: April 4, 2024  
REVIEW CATEGORY: Expedited review category # 4 & 7

Thank you for your submission of New Project materials for this project. The Qatar University Institutional Review Board (QU-IRB) has APPROVED your submission. This approval is based on an appropriate risk/benefit ratio and a project design wherein the risks have been minimized. All research must be conducted in accordance with this approved submission.

This submission has received Expedited Review according to Qatar Ministry of Public Health (MoPH) regulations. This project has been determined to be a MINIMAL RISK project.

Please remember that informed consent is a process beginning with a description of the project and insurance of participant understanding followed by a signed consent form. Informed consent must continue throughout the project via a dialogue between the researcher and research participant. Qatar MoPH regulations require that each participant receives a copy of the consent document.

Please note that Expedited Review approvals are valid for a period of one year and renewal should be sought prior to March 5, 2025 to ensure timely processing and continuity. Moreover, any changes/modifications to the original submitted protocol should be reported to the committee to seek approval prior to continuation.

All UNANTICIPATED PROBLEMS involving risks to subjects or others (UPIRSOs) and SERIOUS and UNEXPECTED adverse events must be reported promptly to this office. Please use the appropriate reporting forms for this procedure.

All NON-COMPLIANCE issues or COMPLAINTS regarding this project must be reported promptly to this office.

Please note that all research records must be retained for a minimum of three years after the completion of the project.

#### Documents Reviewed:

- Consent Form - QU IRB Informed Consent Form - Maryam Al Sulaiti AR .docx (UPLOADED: 03/30/2024)
- Consent Form - ICF checklist - Maryam Al Sulaiti.docx (UPLOADED: 03/30/2024)
- Consent Form - QU IRB Informed Consent Form - Maryam Al Sulaiti.docx (UPLOADED: 03/30/2024)

- Other - QU-IRB Check List Maryam AISulaiti -Final .pdf (UPLOADED: 03/30/2024)
- Qatar University - IRB Application - Qatar University - IRB Application (UPLOADED: 04/3/2024)
- Questionnaire/Survey - Survey Questions - English & Arabic- Maryam Al Sulaitidocx (2) (1).docx (UPLOADED: 03/30/2024)
- Questionnaire/Survey - Framework & Resources Survey Q's- Maryam Al Sulaiti .xlsx (UPLOADED: 03/30/2024)
- Training/Certification - citiCompletionCertificate\_Dr Boumediene 2.pdf (UPLOADED: 03/30/2024)
- Training/Certification - citiCompletionCertificate- Dr Boumediene.pdf (UPLOADED: 03/30/2024)
- Training/Certification - citiCompletionCertificate\_Dr Boumediene 3.pdf (UPLOADED: 03/30/2024)
- Training/Certification - CITI Certificate- Maryam Al Sulaiti.pdf (UPLOADED: 03/30/2024)

If you have any questions, please contact QU-IRB at 4403 5307 or [qu-irb@qu.edu.qa](mailto:qu-irb@qu.edu.qa). Please include your project title and reference number in all correspondence with this committee.

Best wishes,



Prof. Emad Abu Shanab  
Chairperson, QU-IRB



This letter has been issued in accordance with all applicable regulations, and a copy is retained within Qatar University's records.

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**Qatar University-Institutional Review Board (QU-IRB), P.O. Box 2713 Doha, Qatar**  
Tel +974 4403-5307 (GMT +3hrs) email: [QU-IRB@qu.edu.qa](mailto:QU-IRB@qu.edu.qa)

Appendix B: Arabic Survey Item Constructs and Resources

Item	Factor	Question	Scale	Resource
Age	Control	العمر: 18-24, 25-35, 36-54, 46-54, 55+	Multiple Choice	Karim et al, 2022
Nationality	Control	الجنسية: ○ قطري ○ غير قطري (يرجى التحديد .....) الحالة الاجتماعية:	Multiple Choice	Behghani , 2024
Marital Status	Control	عزباء, متزوجة, مُنفصلة, مُطلقة, أرملة	Multiple Choice	Terrell & Troilo, 2010
Number of Children in the household less than 15 years of age	Control	عدد الأطفال في الأسرة أقل من 15 سنة (إن وجد): 0, 1, 2,3, 3+	Multiple Choice	Terrell & Troilo, 2010
Number of family members in the household	Control	عدد أفراد الأسرة في المنزل: 1, 2, 3, 4,4+ الحالة الوظيفية:	Multiple Choice	Karim et al, 2022
Employment	Control	○ بدوام كامل ○ بدوام جزئي ○ عاطل عن العمل	Multiple Choice	Ismail et al, 2018
DV	New Venture Creation	هل بدأت مشروعًا تجاريًا خلال العامين الماضيين؟ (0=لا, 1=نعم) التعليم:	Close ended	Karim et al, 2022
HC1	Education	○ حاصل على الثانوية، ○ حاصل على شهادة دبلوم ○ حاصل على درجة البكالوريوس ○ حاصل على درجة الماجستير ○ حاصل على الدكتوراه	Multiple Choice	Al-Halbadi et al, 2024
HC2	Perceived Skill	لدي المعرفة والمهارة الكافية في بدء مشروع تجاري وإدارته	5-point likert scale	Karim et al, 2022
HC3	Opportunity Recognition	لدي بعض الأفكار التجارية الجيدة جدًا والتي قد تكون قابلة للتنفيذ ومربحة	5-point likert scale	Karim et al, 2022

Item	Factor	Question	Scale	Resource
HC4	Parents Entrepreneurial Background	هل يعمل أي من الوالدين في منزلك أعمال حرة؟ (لا=0, نعم=1) كم ما عدد سنوات الخبرة لديك في الإدارة العامة أو الإشراف أو الإدارة؟	Close ended	karim et al, 2022
HC5	Managerial Experience	0 ○ 3-1 ○ 5-3 ○ 5+ ○	Multiple choice	Linder et al, 2019
		ما هو مقدار التعليم الرسمي والتدريب الذي تمتلكه في مجال التمويل؟		
HC6	Financial Acumen	يوجد ○ القليل ○ الكثير ○ الكثير جدًا ○	Multiple Choice	Carter et al 2010
		ما هو عدد الدورات التدريبية التي حصلت عليها في المجالات الوظيفية المختلفة المتعلقة بعملك؟		
HC7	Training	0 ○ 2-1 ○ 4-3 ○ 5+ ○	Multiple choice	Alomani et al 2022
SC1	Social Network: Strong Ties	هل حصلت على دعم من جهات الاتصال الاجتماعية، تلك التي لم تكن ضمن فريق الشركة الناشئة، والذين ساعدوك بشكل خاص في بدء العمل؟ (لا=0, نعم=1) كم عدد الأشخاص الآخرين، الذين لن يكون لديهم حصة ملكية، الذين قدموا دعمًا كبيرًا أو مشورة أو توجيهًا بشكل منتظم لهذا العمل الجديد	close ended	Alomani et al 2022
SC2	Mobilized Social Capital	0 ○ 1 ○ 2 ○ 3 ○ 3+ ○	Multiple choice	Linder et al, 2019
		تتمتع الحكومة الوطنية بدعم خاص متاح للأفراد الذين		
SC3	Social Capital Investments	جديد يرغبون في بدء مشروع تجاري	5-point likert scale	Linder et al, 2019
		تقدم المجموعات المحلية دعمًا جيدًا لأولئك الذين يريدون		
SC4	Social Capital Investments	أعمالًا جديدة	5-point likert scale	Linder et al, 2019



Item	Factor	Question	Scale	Resource
SC5	Social Capital Investments	بيدلل المصرفيون والمستثمرون الآخرون في مجتمعك قصارى جهدهم لمساعدة الشركات الجديدة على البدء	5-point likert scale	Linder et al, 2019
SC6	Diversity and strength of social network	من الذي ستتواصل معه عندما تحتاج إلى مشورة أو دعم تجاري؟ ○ الأقارب ○ محامي ○ رجل أعمال آخر ○ وكالة حكومية ○ كيان خاص كم مرة يمكنك الاتصال بهم؟ ○ مرة في الأسبوع ○ مرة في الشهر ○ مرة واحدة كل 3 أشهر ○ لن اتصل أبداً	Multiple Choice	Lux et al, 2020
SC7	Diversity and strength of social network	يتم توفير دعم الأعمال من خلال التوجيه والاستشارات	Multiple Choice	Lux et al, 2020
SC8	Social Network : Weak Ties	المهنية غير صحيح تمامًا (1) - صحيح تمامًا (5)	5-point likert scale	Alomani et al 2022
SC9	Social Network: Weak Ties	يقدم الموجهون المحترفون المشورة كخبراء في مجال غير صحيح تمامًا (1) - صحيح تمامًا (5) الأعمال	5-point likert scale	Alomani et al 2022
FC1	Loans as Investments	هل حصل هذا العمل (الجديد) مباشرة على أي قروض أو دعم مالي، بما في ذلك أي قروض أو استثمارات منك (أو من مالكين آخرين)؟ ( Yes=1, No=0) هل تلقيت أول تمويل خارجي لهذا العمل الجديد من	Close ended	Linder et al, 2019
FC2	External Funding	المؤسسات المالية أو أشخاص آخرين ؟ ( Yes=1, No=0) هل تم إنشاء قرض مع مورد أم سيتم إنشاء قرض مع مورد؟	Close ended	Linder et al, 2019
FC3	Delayed payment	مورد؟ (Yes=1, No=0) يرجى تقييم مدى ملاءمة الشروط التالية:	Close ended	Linder et al, 2019
IC1.1	Environmental favorability	○ السياسات واللوائح الحكومية غير ملائمة للغاية (1) - ملائمة جداً (5)	5-point likert scale	Yang et al, 2022
IC1.2	Environmental favorability	يرجى تقييم مدى ملاءمة الشروط التالية: ○ الوصول إلى رأس المال المالي غير ملائمة للغاية (1) - ملائمة جداً (5)	5-point likert scale	Yang et al, 2022

Item	Factor	Question	Scale	Resource
IC1.3	Environmental favorability	يرجى تقييم مدى ملاءمة الشروط التالية: ○ الوصول إلى العمالة والمواهب غير ملائمة للغاية (1) - ملائمة جدًا (5)	5-point likert scale	Yang et al, 2022
IC1.4	Environmental favorability	يرجى تقييم مدى ملاءمة الشروط التالية: ○ الوصول إلى الخدمات المهنية غير ملائمة للغاية (1) - ملائمة جدًا (5)	5-point likert scale	Yang et al, 2022
IC1.5	Environmental favorability	يرجى تقييم مدى ملاءمة الشروط التالية: ○ الوصول إلى البنية التحتية غير ملائمة للغاية (1) - ملائمة جدًا (5)	5-point likert scale	Yang et al, 2022
IC1.6	Environmental favorability	يرجى تقييم مدى ملاءمة الشروط التالية: ○ توافر مرشدي الأعمال المحليين غير ملائمة للغاية (1) - ملائمة جدًا (5)	5-point likert scale	Yang et al, 2022
IC1.7	Environmental favorability	يرجى تقييم مدى ملاءمة الشروط التالية: الاتجاهات المحلية نحو ريادة الأعمال تقدم الحكومة المحلية دعمًا جيدًا لأولئك الذين يريدون	5-point likert scale	Yang et al, 2022
IC2	Regulatory Support	أعمالًا تجارية جديدة (لا أوافق بشدة - 5-أوافق بشدة-1)	5-point likert scale	Yang et al, 2022
		تضع الحكومة جانباً العقود الحكومية للشركات الجديدة		
IC3	Regulatory Support	والصغيرة (لا أوافق بشدة - 5-أوافق بشدة-1)	5 point likert scale	Yang et al, 2022
		ترعى الحكومة المنظمات التي تساعد الشركات الجديدة		
IC4	Regulatory Support	على التطور (لا أوافق بشدة - 5-أوافق بشدة-1)	5 point likert scale	Yang et al, 2022
		بعد تحويل الأفكار الجديدة إلى أعمال تجارية مسارًا		
IC5	Normative Support	وظيفةً مثيلاً للإعجاب في هذا البلد (لا أوافق بشدة - 5-أوافق بشدة-1)	5 point likert scale	Yang et al, 2022
		في هذا البلد، يُنظر إلى التفكير الابتكاري والإبداعي		
IC6	Normative Support	على أنه الطريق إلى النجاح (لا أوافق بشدة - 5-أوافق بشدة-1)	5 point likert scale	Yang et al, 2022
IC7	Normative Support	رجال الأعمال محط إعجاب في هذا البلد (لا أوافق بشدة - 5-أوافق بشدة-1)	5 point likert scale	Yang et al, 2022
IC8	Normative Support	يميل الناس في هذا البلد إلى الإعجاب الكبير بأولئك الذين يبدون أعمالهم التجارية الخاصة (لا أوافق بشدة - 5-أوافق بشدة-1)	5 point likert scale	Yang et al, 2022

Item	Factor	Question	Scale	Resource
SNN1	Sensing	انا اعرف أفضل الممارسات في السوق (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019
SNN2	Sensing	انا على الاطلاع دائم بالوضع الحالي للسوق (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019
SNN3	Sensing	اعرف كيفية الوصول إلى المعلومات الجديدة (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019
SNN4	Sensing	أراقب دائماً أنشطة منافسينا (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019
SNN5	Sensing	ألاحظ بسرعة التغيرات في السوق (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019
SZZ1	Seizing	يمكنني التواصل بسرعة مع المعلومات الجديدة من الخارج	5 point likert scale	Kump et al, 2019
SZZ2	Seizing	يمكنني التعرف على المعلومات الجديدة التي يمكن استخدامها في شركتنا (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019
SZZ3	Seizing	أنا قادر على تحويل المعلومات التكنولوجية الجديدة إلى ابتكار في المعاملات والمنتجات (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019
SZZ4	Seizing	المعلومات الحالية تؤدي إلى تطوير منتجات أو خدمات جديدة (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019
TC1	Transforming	من خلال تحديد مسؤوليات واضحة، نجحت في تنفيذ خطط للتغييرات (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019
TC2	Transforming	حتى عند حدوث انقطاعات غير متوقعة، يتم متابعة مشاريع التغيير باستمرار (لا أوافق بشدة – 5-أوافق بشدة-1)	5-point likert scale	Kump et al, 2019
TC3	Transforming	تتم متابعة القرارات المتعلقة بالتغييرات المخططة باستمرار (لا أوافق بشدة – 5-أوافق بشدة-1)	5-point likert scale	Kump et al, 2019
TC4	Transforming	لقد أظهرت في الماضي نقاط قوتي في تنفيذ التغييرات (لا أوافق بشدة – 5-أوافق بشدة-1)	5-point likert scale	Kump et al, 2019

Item	Factor	Question	Scale	Resource
		يمكنني وضع مشاريع التغيير جنباً إلى جنب مع الأعمال اليومية.		
TC5	Transforming	(1-لا أوافق بشدة – 5-أوافق بشدة)	5-point likert scale	Kump et al, 2019
TC6	Transforming	يمكنني تكييف خطط التغيير بمرونة مع الوضع الحالي. (لا أوافق بشدة – 5-أوافق بشدة-1)	5 point likert scale	Kump et al, 2019