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## Reassessment of the Entrepreneurial Motivation among Female Business Owners to Enhance SMEs Business Performance in Indonesia

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**Abstract:**

*Purpose of the study is to examine how knowledge sharing by women entrepreneurs with business partners, employees or other entrepreneurs improves business performance and antecedent factors influencing them, entrepreneurial motivation and mutual trust. The sample in this study a number of 197 women entrepreneurs.*

*The approach of analysis tools that are used in this research with the Structural Equation Modelling (SEM) estimation using Maximum Likelihood. The results showed that significant effect trust on knowledge sharing.*

*Entrepreneurial motivation significantly influential on knowledge sharing and business performance. Knowledge sharing is a significant effect on business performance.*

**Keywords:** *Mutual trust, knowledge sharing, entrepreneurship motivation, business performance.*

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## 1. Introduction

Women own at least 50% of the stock of the companies they manage (Buttner & Moore 1997). Prior to 1980, research on the involvement of women entrepreneurs was rare. The number of studies on women's involvement in managing businesses more recently, however, has grown markedly. According to Nixdorff & Rosen (2010) there were six constraints faced by women entrepreneurs in managing business: social roles; access to business financing and venture capital; the balance between family life and business ownership; successful role in the adaptation of technologies; and strategies for career growth.

A study developed by Watson (2003) found that in general women show a worse business performance than men. Furthermore, Watson (2003) noted four factors that lead to low performance of businesses run by women, namely: the young age of the business; the tendency for women to be committed more to family than to business; a lack of access to capital; and the low level of risk taking among women. Hence, business women are very few in number compared to the males which is only about 30% of the total entrepreneurs (Holiienka *et al.*, 2016; Dasanayaka and Sardana, 2015; Breckova, 2016).

This study measures the business performance of Small and Medium Enterprises (SMEs) sector run by women entrepreneurs. In managing SMEs, women entrepreneurs need entrepreneurial capital to improve their business performance. (Cyntbia *et al.* 2009) suggest that entrepreneurial capital, a set of competencies and knowledge, generates economic value through innovation, financing and a critical attitude towards the business acumen that they manage. Entrepreneurship capital is the ability to find business opportunities, and to strengthen the business. Entrepreneurship capital enables employers to more easily create new businesses and achieve higher levels of success (Junquera, 2015; Fafaliou and Salamouris, 2014).

Social capital also importantly contributes to business performance. Many past researchers emphasize the importance of social capital components, namely the relational component, which is a relationship of trust within the organization and formed from the cognitive component of cognitive sharing schemas between the various organizational units (Sanders *et al.*, 2006; Tsai & Sumantra, 1998). Trust is a form of social capital and without trust among members of the organization, the potential benefits of intra-organizational knowledge sharing in achieving business performance is less (Coleman, 1988).

The development of the SMEs managed by women in Indonesia is an interesting topic of study. The SMEs sector is able to promote sustainable economic development through employment absorption (Kusakina *et al.*, 2016). Among the sectors of the economy, the SME sector has recorded the highest rate of growth over the past decade. SMEs play an important role in the Indonesian economy because

they spearhead national industry, and employ millions of workers. In Indonesia, the numbers of women who have succeeded in pursuing business, especially in various fields of SME are increasing. It depicts that females are also able to see business opportunities, possess courage to innovate and entrepreneurial motivation (*Hani et al.*, 2012; Tambunan 2015).

Various literatures (*Brancu et al.*, 2012; *Holienka et al.*, 2016) have described reasons that motivate beginners to start a business. One of the key motivations is fear of being unemployed. The other entrepreneurial motivations are a strong desire to have higher income, to test self-capability to be better, to have flexible schedule, and to be able to make decisions for self-determination.

Various studies have explained that entrepreneurial motivation influences organizational performance as supported by (*Chareonwongsak*, 2017; *Ferreira et al.*, 2017; *Le et al.*, 2016; *Stefanovic et al.*, 2010). However, so far it is still unclear what process has been conducted in making this strategic input influenceable on organizational performance.

This study provides a theoretical contribution to the development of science in the field of entrepreneurial management. The aim of this study is to empirically examine the relationship between business confidence and entrepreneurship motivation on the ability to share knowledge and business performance. For women entrepreneurs, their confidence in managing business and their motivation to run businesses is an interesting issue considering the significant growth of women-managed SMEs in Indonesia.

## **2. Theoretical Framework and Hypothesis Development Mutual Trust and Knowledge Sharing**

According to *Lewicki & Bunker* (1996), trust is divided into three. The first, counting-based trust: the assessment of costs and benefits to maintain trust. The second, knowledge-based trust: trust formed if the individual has enough information and a comprehensive understanding of the specific knowledge. The third, identification-based trust: trust that is usually created in an organization where people have been working over the long term, have a lot of experience and share mutual understandings. *Holste & Fields* (2010) explain two types of trust that is virtues or deed-based trust cognition-based trust. Virtues-based trust is based on mutual care and mutual attention relationship. While cognition-based trust is a trust that is built for reliability and competence of the individual.

It is in line with *Chen et al.* (2010) stating that mutual trust is desperately needed in a business in order to build healthy interactions among companies and among business partners. The mutual trust relationship enhances collaboration and interactions between companies and encourages profitable business cooperation.

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Mutual trust is an important factor affecting the occurrence of knowledge sharing (Chai *et al.*, 2011). Furthermore, these authors argue that information quality positively influences the formation of trust. Meanwhile, (Holste & Fields 2010; Chowdhury, 2005) found that there is a positive effect of trust-based capabilities and cognition-based trust with tacit knowledge sharing. The results of their study also show that service organizations depend on the transfer of tacit knowledge to improve employee dynamics. Quigley *et al.* (2007) explain that the impact of knowledge sharing will be more powerful if employees trust each other as the people doing the knowledge transfer. Abrams *et al.* (2003) found that trust influences the occurrence of knowledge sharing within a business organization.

According to Levin & Cross (2004), a trusting relationship has a strong influence on knowledge transfer, but confidence will be weak if there is no strong bond between employees. While Chiu *et al.* (2006) explain that the dimensions of benevolence-based trust and confidence based on competence mediates the influence of strong ties on knowledge transfer. Based on the literature review, it is proposed that:

*H1: Mutual Trust positively affects the knowledge sharing.*

### **3. Entrepreneurial Motivation, Knowledge Sharing and Business Performance**

Discussing female entrepreneurship represents an independent woman, full of faith and confidence, possesses capabilities to generate ideas and high creativities, good social interactions, and team building ability, and able to negotiate well (Halima & Razak, 2014). Entrepreneurial motivation is a continuous process as an entrepreneurial, without tired of continuously learning new knowledge, new ideas, and experiences (Dimitratos *et al.*, 2016).

For Anderson (2008), the motivation of individuals is an important factor in the building of innovative knowledge transfer. The study by (Aalbers *et al.*, 2013), shows the motivations that drive individuals to explain their position in the transfer of knowledge. Motivation plays a decisive role in the interconnections of the individual knowledge transfer network. Employees can be motivated by the punishment or reward system and tend to increase their output in accordance with financial incentives. This study emphasizes the importance of motivation, as based on the view that workers as social beings strive to meet their motivational needs to share knowledge with others (Oye *et al.*, 2011).

A study by Olapegba *et al.* (2013) evaluated the effects of motivation (ie, need for achievement, need for affiliation and need for power) on the intention to share knowledge. Their results showed that the intention to share knowledge is higher in employees with whom the need for high achievement and power are low.

For Heckhausen, Wrosch, & Schulz (2010) viewed that an individual with high motivational needs to build humanist relationships with others would avoid competition and conflict and maintain close relationships with others. It is in line with the result found by Moghavvemi *et al.* (2017) in the theory of social exchange, people help others in the hope of benefiting also in the future or social reciprocity relationship.

According to Lagerström & Andersson (2003), knowledge sharing is an activity which is done through the interaction and communication between individuals and between units in the business. The success of knowledge sharing depends on the amount and quality of interaction among employees, based on the willingness and ability to use knowledge. In a business environment, knowledge sharing can easily save time and money, and make knowledge available and useful to users (King & Marks, 2008). Based on the literature review, it is proposed that:

*H2: Entrepreneurial motivation positively affects knowledge sharing.*

Studies on the factors affecting the motivation of women to become entrepreneurs by previous researchers include that of (Maysami & Goby, 1999) in which several factors were seen to influence a woman's decision to become an entrepreneur. These include opportunity, the desire to be one's own boss, freedom and flexibility, the desire to make more money, the desire to realize one's ambitions; chance to use one's knowledge, opportunity to meet a personal challenge, and the need for job performance.

Lee & Stearns (2012) explain that entrepreneurial motivations include entrepreneurial opportunities, independence and income, and entrepreneurial challenge. Furthermore, the authors found that the motivation of entrepreneurship affects business success. With motivation, the individual is compelled to perform an activity as best as possible to realize the objectives to be achieved.

A research conducted by Chareonwongsak (2017) on motivational improvement to encourage financial performance and non-financial performance of an organization. Board motivation is seen from the desire to devote more time and ability, desire for self-development to improve quality, desire to take greater responsibility, desire to be honored and respected, desire to participate in strategic decision making, and desire to sacrifice for the organization will further improve financial performance seen from Return on Equity (ROE) and organizational capability to generate profits. The non-financial performance is seen from ranking of the organization compared to the similar type of a company.

Another viewpoint Stefanovic *et al.* (2010) on the effect of entrepreneurship motivation on business success indicated that motivation of becoming the boos on the business established, proving self-efficacy, increasing income, thinking about job

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security, freedom of expression and creativity would improve the business career success.

Another research Moghaddam *et al.* (2015) explained that a strong orientation of entrepreneurship would enhance organizational performance. The power of entrepreneurship orientation is seen from innovation power as the spearhead of creativity to bring new innovations. Proactive behavior as a form of behavior that focuses on the future and creates ideas, and takes risks is an individual ability to respond unpredictable challenges and exploit opportunities flexibly. The power of entrepreneurship orientation will drive organizational performance. Based on the literature review, it is proposed that:

*H2: Entrepreneurial motivation positively affects business performance*

#### **4. Knowledge Sharing and Business Performance**

Business activities are activities that center on knowledge, therefore knowledge sharing is basic (Jackson *et al.*, 2006). Knowledge sharing is important for organizations to build skills and enhance the competence and maintain a competitive advantage. According to Nonaka *et al.* (1996), knowledge sharing is prerequisite to refining ideas and concepts, where people share knowledge to tackle complicated tasks in the workplace. Knowledge sharing is a process of creating the joint provision of knowledge between individuals or groups, in which someone within the organization shares knowledge through direct or indirect interaction (Szulanski 1996). While Mäkelä (2007) adds that knowledge sharing occurs naturally through inter-personal interactions, and may be unplanned or accidental.

Knowledge sharing leads to positive behaviors in the workplace, in improved attitudes and increased performance (Matzler *et al.*, 2011). According to Marques *et al.* (2008), knowledge sharing behaviors and their effect on individual performance are crucial to improving business performance. The results showed that behavioral knowledge sharing affects the performance of individuals. These results support the findings of various studies on the influence of knowledge sharing on performance. Furthermore, Marques *et al.* (2008) found that knowledge sharing will affect the performance of individuals because organizations tend to invest to improve competitiveness, and investment in employees will strengthen the organization in the future.

According to Faraj & Sproull (2000), the ability of team members to share knowledge within the team is a significant antecedent occurrence in team effectiveness and will lead to improved organizational performance. While Quigley *et al.* (2007) found that organizational knowledge is a valuable strategic asset to improve business performance.

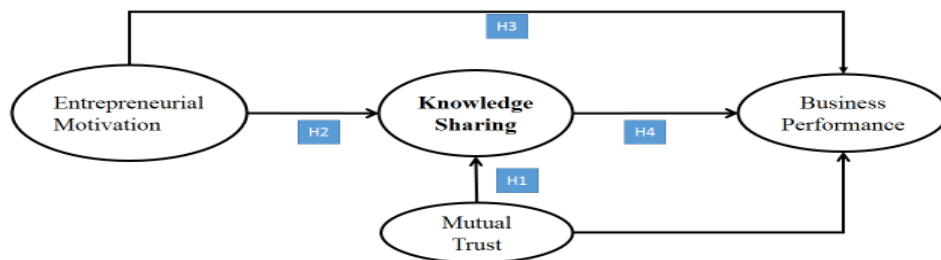
For (El-Farr 2009), the knowledge sharing process is not an easy one. This is especially so in the case that knowledge is considered a strength, as there is then a tendency of individuals to be reluctant in sharing their knowledge. The role of the organization is very important in encouraging the sharing of knowledge where knowledge sharing is key to improving business performance.

A research by (Henttonen *et al.*, 2013; Tung & Chang 2011; Marques *et al.*, 2008; Zobov *et al.*, 2017) concluded that team members tend to interact and share knowledge in completing tasks, focusing on solving critical problems, and improving performance. In line with Lagerström and Andersson (2003), the success of qualified knowledge sharing depends on the quality of interactions among employees. A research from Akram & Bokhari (2011) found that the success of knowledge transfer among individuals requires people with high levels of motivation, openly will to share, interactions with higher frequency will improve performance. Based on the literature review, it is proposed that:

*H4: Knowledge sharing positively affects business performance*

Based on the above hypotheses, the research model is as follows.

**Figure 1. Empirical Research Model**



Based on literature review, the framework of this research explains the importance of trust, entrepreneurial motivation and knowledge sharing in strengthening business performance. Mutual trust and entrepreneurial motivation in this research are foundational to creating a willingness to knowledge share for the purpose of improved business performance.

## 5. Research Sample

This study used a sample of 197 women entrepreneurs in Surakarta Regency. The analytical approach to this study uses a Structural Equation Model (SEM), with an estimation model using Maximum Likelihood (ML) which requires a minimum sample size of 100 respondents. It is recommended that the ideal sample size of

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between 100 and 200 be used for the ML estimation method. According to (*Hair et al.*, 2010), if using a SEM the number of samples used should be between 100-200 respondents. The data collection method is purposive sampling with several considerations, including:

- Respondents were women entrepreneurs with a minimum of 3 years' experience;
- The business is a family heritage or was initiated from the beginning or was purchased from other parties;
- The business has a permanent employee.

## **6. Operational Definition of Variables**

### ***6.1 Business Performance***

Business performance is measured on business development in line with expectations compared to a competitor's business, business growth, an increase in operating revenues, reaching a wider marketing area (Powell & Eddleston 2013; Slater & Olson 2000; Steyrer *et al.*, 2008). Indicators of business in this research were reflected in the forms of increased product sales, increased business growth, increased corporate operating revenue, and increased marketing area.

### ***6.2 Entrepreneurial motivation***

Entrepreneurial motivation is defined as the motivation which a person uses to boost entrepreneurial opportunities, independence and income, and the challenges of entrepreneurship. Entrepreneurial opportunities derive from job satisfaction and employment (Lee & Stearns 2012; Brancu *et al.*, 2012; Holienka *et al.*, 2016). In this research, entrepreneurial motivation was characterized by indicators of satisfactions on business results I receive, promising business opportunities, and desires to be the business owner, desire to realize business success, desire to develop the business and pursue the achievement.

### ***6.3 Mutual Trust***

Mutual Trust is the belief that employees are not exaggerating information, that they are providing accurate information, that employees can be relied on and that team members will help each other (Holste & Fields 2010; Chen *et al.*, 2010). Mutual trust was characterized by indicators on a believe that colleagues/employees will help if they need help/have difficulty at work, a believe that their business partners will not cheat them, a believe that interaction with other SMEs will provide accurate information, and a believe that their families are very supportive to their present jobs.

### ***6.4 Knowledge sharing***

Knowledge sharing is the sharing of applicable technical skills, new information to develop innovative working procedures, experience to encourage a more conducive work environment and new ideas (Nonaka *et al.*, 2006; Khalil *et al.*, 2016; Hashim & Tan 2015; Hyun *et al.*, 2016; Wang & Hou 2015). Indicators of knowledge



sharing consisted of actively sharing applicative technical skills, actively sharing new information to develop innovative work procedures, actively sharing experiences to change work environment to be more conducive, and actively sharing new relevant ideas.

Each construct is measured using a 10-point rating scale (1-10) to determine the answers to the questionnaire. Scale 1 indicates strongly disagree and scale 10 indicates strongly agree.

### **6.5 Test of Research Instruments**

Construct validity testing done by removing the item that has a value of loading factor below 0.60. Results of testing using the AMOS program demonstrates the value of all constructs has a loading factor value above 0.6, so that all the items are declared invalid. Results of testing the reliability of the research instrument using Alpha Cronbach value. According to (Numally 1978) a construct or variable is said to be reliable if it has a Cronbach alpha values  $> 0.7$ . The sample size in testing the reliability is 197 observations. Table 1 shows the Cronbach alpha value of each construct in this study.

**Table 1.** *Measurement scales, confirmatory factor analysis results, and Cronbach's Alpha Coefficient*

<b>Construct and Measurement Item</b>	<b>Standardized Loadings Factor</b>
<b>Mutual Trust</b> (Cronbach's $\alpha = 0.804$ ) <ul style="list-style-type: none"> <li>• I believe that my co-workers/colleagues will help me if I have difficulty with my job.</li> <li>• I believe that my business partner will not cheat on me</li> <li>• I believe that interaction with other SMEs will provide accurate information for me.</li> <li>• I believe my family is very supportive of the work I am working on</li> </ul>	 0.650 0.738 0.732 0.764
<b>Entrepreneurial Motivation</b> (Cronbach's $\alpha = 0.686$ ) <ul style="list-style-type: none"> <li>• I am satisfied with the business results that I obtained</li> <li>• I feel that my current business opportunities are good</li> <li>• I want to be the owner of this business</li> <li>• I want to realize this business' success</li> <li>• In developing the business I want to pursue achievement</li> </ul>	 0.611 0.812 0.726 0.817 -
<b>Knowledge Sharing</b> (Cronbach's $\alpha = 0.825$ ) <ul style="list-style-type: none"> <li>• I actively share applicable technical skills</li> <li>• I actively share information to develop new innovative working procedures</li> <li>• I actively share experiences to change the work environment to be more conducive</li> <li>• I actively share relevant new ideas</li> </ul>	 0.731 0.820 0.661 0.721
<b>Business Performance</b> (Cronbach's $\alpha = 0.796$ )	

• Sales of my products have increased	0.743
• The growth of my business has increased	0.786
• Projected operating income of my company has increased	-
• Reach of marketing area has widened	0.738

The statistical test results on the four variables, i.e. mutual trust, entrepreneurial motivation, knowledge sharing, and business performance generated scores of loading factor  $> 0.05$  and construct reliability  $> 0.6$ . It is concluded that the instrument is valid in measuring the variables.

## 7. The Results of the Research

The results of statistical test on mean, standard deviation, and matrix correlation between entrepreneurial motivation, mutual trust, knowledge sharing, and business performance constructs can be seen in Table 2.

**Table 2.** Descriptive Statistic and Correlations

	Mean	Standard Deviation	1	2	3	4
Mutual Trust	7.938	0.810	1.000			
Entrepreneurial Motivation	7.678	0.657	.721	1.000		
Knowledge Sharing	7.532	1.673	.544	.545	1.000	
Business Performance	7.174	0.780	.520	.626	.662	1.000

\* Correlation is significant at  $p < 0.1$  level (2-tailed). \*\* Correlation is significant at  $p < 0.05$  level (2-tailed). \*\*\* Correlation is significant at  $p < 0.01$  level (2-tailed).

This study uses Structural Equation Modeling (SEM) with AMOS program to test the hypothesis. The results of calculations for the full model are shown in Table 2. The structural model was used to explain causality relationship. The test results demonstrate the value of Chi-Square 132.484; the probability value is 0.0001; TLI value is 0.948; GFI value is 0.904; AGFI value is 0.864 and RMSEA value is 0.060. Those values meet the good fit criteria.

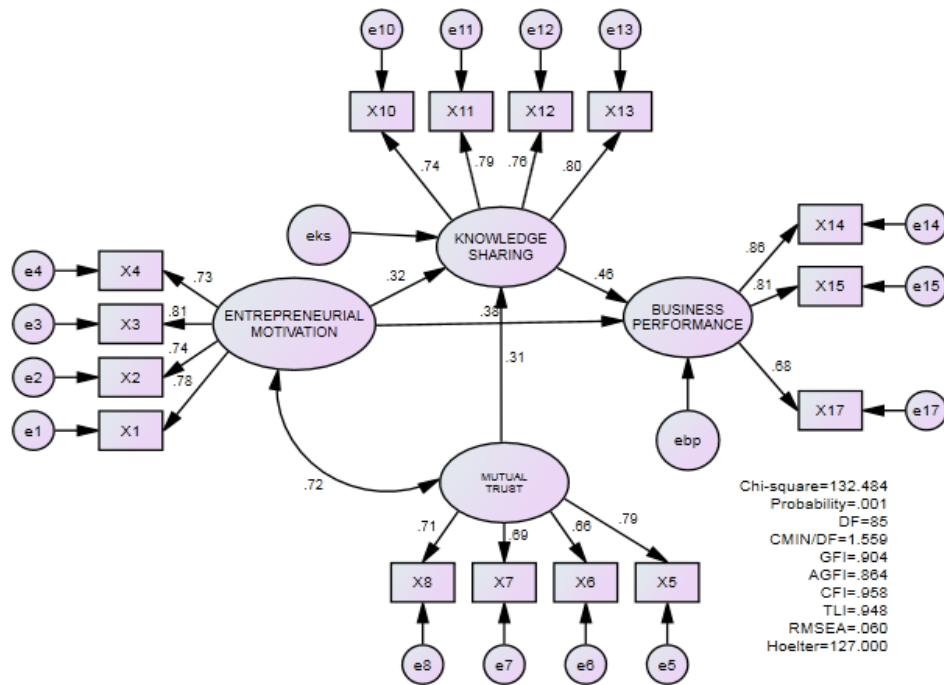
Table 3 illustrates the relationship between mutual trust, knowledge sharing, entrepreneurial motivation and business performance. T-value and probability illustrates the positive relationship and the significance of each variable.

Discussion of the relationship of each variable is as follows:

- **H1:** Mutual trust has a significant effect on knowledge sharing. Table 3 shows the path of structural models that explain the relationship between trust and knowledge sharing. The structural path findings indicate that there is a significant and positive relationship between trust and knowledge

sharing ( $t = 2,221 > 1.96$ ) with significant value ( $0.026 < 0.05$ ). So, the first hypothesis is accepted.

**Figure 2.** Full Model: Mutual Trust, Entrepreneurial Motivation and Knowledge Sharing in Business Performance



**Table 3.** Line Test Results Coefficient: Mutual Trust, Entrepreneurial Motivation, Knowledge Sharing and Business Performance

Hypothesis		Standardized path coefficients	t value	Prob.	Result
H1	Mutual Trust→Knowledge sharing	0.328	2.221	0.026	Significant
H2	Entrepreneurial Motivation →Knowledge sharing	0.265	2.229	0.022	Significant
H3	Entrepreneurial Motivation →Business performance	0.435	3.975	0.000	Significant
H4	Knowledge sharing→Business Performance	0.632	4.613	0.000	Significant

Note: \*Significant at  $p \leq 0.05$ ; if  $(t) \geq 1.96$

- **H2:** Entrepreneurial motivation has a significant effect on knowledge sharing. Table 3 shows the path of structural models that explain the relationship between

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entrepreneurial motivation and knowledge sharing. The structural path findings indicate that there is a significant and positive relationship between entrepreneurial motivation and knowledge sharing ( $t = 2,229 > 1.96$ ) with significant value ( $0.022 < 0.05$ ). So, the second hypothesis is accepted.

- **H3:** Entrepreneurial motivation has a significant effect on business performance. Table 3 shows the model of the structural relationship between entrepreneurial motivation and business performance. The structural path findings indicate that there is a significant relationship between entrepreneurial motivation and business performance ( $t = 3,975 > 1.96$ ) with significant value ( $0.000 < 0.05$ ). So, the third hypothesis is accepted.
- **H4:** Knowledge sharing significantly affects business performance. Table 3 shows the model of the structural relationship between knowledge sharing and business performance. The structural path findings indicate that there is a significant relationship between knowledge sharing and business performance ( $t = 4,613 > 1.96$ ) with significant value ( $0.000 < 0.05$ ). So, the fourth hypothesis is accepted.

## 8. Discussion

This study found that there is significant influence between trust and knowledge sharing. The results support previous studies that found that trust is an important factor influencing the occurrence of knowledge sharing (Chai *et al.*, 2011). Consistent with results of the present research, Utami *et al.* (2017) explains that trust plays an important role in supporting successful family businesses, since trust found among family members can suppress conflicts which are main factors causing failures in family businesses.

This study is also consistent with research of Holste & Fields (2010) which found that there is a positive effect of trust-based capabilities and cognition-based trust on tacit knowledge. The result of the study conducted by Quigley *et al.* (2007) which found that knowledge sharing will have a more powerful impact if employees trust the people doing the knowledge transfer also supports the results of this study. Entrepreneurial motivation has a significant effect on knowledge sharing. The results are consistent with the previous studies that found that entrepreneurship motivation is used to describe people or employees who are innovative, creative and have the ability to compete and to process changes quickly (Reimers-Hild *et al.* 2007).

Social capital provides great gain for SMEs in increasing their ability to deal with business competition by establishing business clusters to strengthen networks. The business clusters help SMEs to interact to each other through sharing of information, experiences and also resources (Tripopsakul & Charupongsopon, 2017).

The results of this study also support previous research that emphasizes the importance of motivation, as the basis to view workers as social beings who strive to meet their motivational need to share knowledge with other employees (Oye *et al.*,

2011). Entrepreneurial motivation significantly affects business performance. The results are consistent with previous research conducted by Maysami & Goby (1999) which indicated that there are several factors that influence the decision of women to become entrepreneurs, which include opportunity, the desire to be one's own boss, freedom and flexibility, the desire to make more money, autonomy, the desire to realize personal ambition, using one's knowledge, personal challenges and the need for job performance. The research of Lee & Stearns (2012) also supports this study as it explains that entrepreneurial motivation includes entrepreneurial opportunities, independence and income, and entrepreneurial challenges.

This study also provides evidence that knowledge sharing has a significant effect on business performance. The results are consistent with previous research that found that knowledge sharing leads to positive behaviors in the workplace, improved attitudes and enhanced performance (Matzler *et al.*, 2011). According to Marques *et al.* (2008), knowledge sharing behavior and its effect on individual performance is crucial to improving business performance.

## **9. Managerial Implications**

The unit of analysis in this study is women entrepreneurs. The results showed that there was a significant effect of trust on knowledge sharing, entrepreneurial motivation on knowledge sharing and knowledge sharing on business performance. Trust is an important factor through which women entrepreneurs gain access to knowledge. Beliefs around establishing business relations are characterized by the need to keep up-to-date with fellow entrepreneurs, to garner accurate information from employees, employee reliability and supportive teamwork, are important in creating an environment conducive to knowledge sharing.

Entrepreneurial motivation had a significant impact on knowledge sharing and business performance. The women entrepreneurs in this study were motivated in managing their businesses, and were characterized as having an attitude of not being easily satisfied with the performance of their business, the ability to see business opportunities, business ownership, the ability to realize business success and the ability to grow their business, which are the deciding factors that lead women entrepreneurs to share information. The motivation of individuals was also a significant factor in improving business performance.

The attitudes of women entrepreneurs in the sharing of information through applicable technical skills, sharing information to develop new innovative work procedures, sharing experiences to bring about a more conducive work environment, and sharing new ideas that are relevant, can improve overall business performance.

Qualified knowledge sharing has the most significant impact in influencing business performance. The role of knowledge sharing is highly important in encouraging employee performance, hence, to improve business performance necessary to place

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knowledge sharing as the center direction of the company improvement. Knowledge sharing is expected to address various technical problems and solve various issues at work. Knowledge sharing to encourage new ideas creation within a company is greatly emphasized. Employees may encounter various difficulties at their routine jobs. The emergence of routine problems as a part of dynamics of work requires knowledge sharing with other employees, business partners or other entrepreneurs.

The knowledge sharing is useful in improving competence of women entrepreneurs by sharing ideas, skills and experiences in order to find solutions to business problems while providing new experiences for information or benefit recipients. Generally, women entrepreneurs have low experience of professional business, because they are commonly new players in their business. So knowledge sharing is expected to contribute in gaining new experiences and new ideas to improve their business performance.

## **10. Conclusion**

This study confirms the important role of knowledge sharing among women entrepreneurs in improving their business performance. Some conclusions related to the results of this study indicate that it is necessary for women entrepreneurs to see opportunity entrepreneurship as an important opportunity for them to manage their business. To improve performance, business owners need to build business confidence, increase their motivation in entrepreneurship, their ability to share business knowledge among entrepreneur colleagues (particularly through the attitude is not easily satisfied with the results obtained), their level of independence and autonomy in doing a job that gives them relative freedom, the flexibility and workability of their businesses plan, and the ability to determine the most efficient procedures to use to run their businesses. Improving the capacities, abilities, and productivity of businesses can be enhanced through insights gained by attending training courses, establishing relationships with business partners, and utilizing new information technologies.

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