

Contemplating Facets of Women Entrepreneurship in Pakistan: A Digital and Dynamic Capabilities Perspective

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ABSTRACT

Women entrepreneurship contemplates as an indicator of society's stage of development in all communities. Countries that are improving life standards rapidly are perceived as growth centers of the future. Emerging economies are comprised of countries with a growing young population and underdeveloped infrastructure for future development. This thesis attempted to explore an in-depth and holistic phenomenon of women entrepreneurship in an emerging economy's social and cultural context. This thesis aimed to address the dynamic capabilities that enable women entrepreneurs in Pakistan to grow and survive in challenging circumstances. Existing women entrepreneurship literature presents the viewpoint, primarily from the perspective of developed countries. Understanding the social, cultural, and economic dynamics of emerging countries is crucial to study women entrepreneurship. Women share half of the population in Pakistan. Moreover, with growing entrepreneurial activities, it is challenging to survive and grow with limited resources. Drawing on these challenges, this thesis describes and conceptualizes the underlying context of an emerging nation to explore the phenomena of women entrepreneurship. An interpretive qualitative research method was adopted to study the phenomena. Drawing upon fifty-four in-depth interviews and participant observation from women entrepreneurs in Pakistan, this thesis presents a theoretical perspective on how women entrepreneurs utilize their dynamic capabilities to survive and grow in Pakistan. The findings demonstrated that entrepreneurs have opted for creating a more emotionally intelligent and humane brand by extending the digital mindset. Investing in personal skill provides a strong basis of support for women entrepreneurs to engage in successful entrepreneurial journey. This thesis analyses women entrepreneurs who have utilized their creative skills and crafts to elaborate the dynamic process of surviving in the market. The proposed findings provide a basis for government, policymakers, and other women entrepreneurs in Pakistan to develop an entrepreneurial venture within an uncertain economic and political scenario.

STATEMENT OF AUTHORSHIP

This thesis consists primarily of work by the author that has been published or accepted for publication as described in text. Except where reference is made in the text of the thesis, this thesis contains no other material published elsewhere or extracted in whole or in part from a thesis submitted for the award of any other degree or diploma. No other person's work has been used without due acknowledgement in the main text of the thesis. This thesis has not been submitted for the award of any degree or diploma in any other tertiary institution.

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The research was granted ethical approval by University Human Ethics Committee, La Trobe University. The committee assessed the application complying with National Statement on Ethical Conduct in Human Research. *Ethics Approval ID: HEC18295*

Signed:

Sumayya Rashid

Dated: December 11th, 2020

PREFACE

This thesis summarizes the research performed under the supervision of Professor. Vanessa Ratten. The research work would have been impossible to complete without the support and help of La Trobe University.

This thesis contains peer-reviewed publications. They are listed below for reference:

Following publications are published during candidature and reproduced in this thesis:

Book chapter:

Rashid, S. and Ratten, V. (2020), “A Systematic Literature Review on Women Entrepreneurship in Emerging Economies While Reflecting Specifically on SAARC Countries”, in Ratten V (ed), *Entrepreneurship and Organizational Change*, Springer International Publishing, pp.37-88.

Journal papers:

Rashid, S. and Ratten, V. (2020), "A dynamic capabilities approach for the survival of Pakistani family-owned business in the digital world", *Journal of Family Business Management*, Vol. 10 No. 4, pp. 373-387. <https://doi.org/10.1108/JFBM-12-2019-0082>

Rashid, S. and Ratten, V. (2020), “Commodifying skills for survival among artisan entrepreneurs in Pakistan”, *International Entrepreneurship & Management Journal*, Vol. ahead-of-print. <https://doi.org/10.1007/s11365-020-00688-5>

Rashid, S. and Ratten, V. (2020), “Entrepreneurial Ecosystems during COVID19: The Survival of Small Businesses Using Dynamic Capabilities”, *World Journal of Entrepreneurship, Management and Sustainable Development* (Accepted).

Following publications are submitted and under-review at peer-reviewed journals:

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Rashid, S. and Ratten, V. (2020), “Spirituality and Entrepreneurship: Integration of spiritual beliefs in entrepreneurial journey”, (Submitted to Journal of Enterprising Communities: People and Places in the Global Economy)

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Chapter 1. Thesis Overview

1.1 Introduction

Women make a significant contribution towards the entrepreneurial activity in developed and emerging economies (Akter, Rahman & Radicic 2019; Merluzzi & Burt 2020). Whilst entrepreneurship has been considered a vital means of accelerating economic growth and development, there has been limited research focusing on the role of women (Ahl 2006; Setini et al. 2020). Entrepreneurship is an act that promotes the individual creativity and helps in starting and running a new business venture (Hassan 2021). The impact of entrepreneurial activities towards the social and economic wellbeing of people has shown a positive trend in the last few decades, particularly for women entrepreneurs (Roomi, Rehman & Henry 2018). The role of women in uplifting the economic aspect of any country cannot be ignored (Nicolaou, Phan & Stephan 2020). Women entrepreneurs are amongst the fastest-growing entrepreneurial population in the world (Cardella, Sanchez & Garcia 2020; Henry, Foss & Ahl 2016; Jennings & Brush 2013). Despite their growing importance, there is still a lack of research on women entrepreneurship, particularly in emerging economies (Elliott & Mavriplis 2020). Brush (1992) was amongst the first who argued about the rapid increase of women entrepreneurs in society. The growth in women entrepreneurship has been due to the increased level of women participating in the workplace (Maria, Raquel & Carlos 2020; Ratten, Dana & Ramadani 2018). Brush (1992) proposed a new perspective to study women entrepreneurship for the first time. With this initiative, the empirical research studying and exploring women entrepreneurship has increased.

Currently, most of the literature on women entrepreneurship comes from the western world. Researchers have documented the paucity of research on the phenomena of women entrepreneurship (Hechavarria et al. 2019). Drawing on the cultural, historical, and social challenges of the western world, studies have been found addressing the need to ameliorate the conditions for women entrepreneurs (Omeihe et al. 2019; Younas & Rafay 2020). However, there are very few studies found in the context of emerging economies. The challenges faced by women in emerging economies is far different from developed countries (Mirchandani 1999). This is due to the social and cultural dynamics often not supporting women entrepreneurs in emerging economies (Arend & Bromiley 2009). In order to facilitate growth, emerging economies require more economic participation from every member of their country (Rafiki & Nasution 2019). Entrepreneurship is considered a way of creating a gender-neutral economic policy as it provides an effective instrument to contribute towards economic prosperity (McDonald et al. 2015). Emerging economies often tend to demonstrate more rigid and less favourable social and cultural conditions promoting women entrepreneurship (Moghli & Abdallah 2019). Regardless of the presence of social and cultural challenges, the contribution of women entrepreneurs to the increase in societal wellbeing cannot be ignored (Berglund et al. 2018; Dheer, Li & Trevino 2019). Women entrepreneurs have been considered as an emerging human resource that have the potential to overcome the modern-day economic and social challenges of the world (Khan 2020).

Entrepreneurial ecosystems provide a way to understand the contextual factors that influence entrepreneurship within a region (Spigel 2016). In emerging economies, there are many factors within an entrepreneurial ecosystem that do not support women entrepreneurs (Dheer, Li & Trevino 2019). This includes the attitudes and

employment practices posing a higher level of discrimination for women in emerging economies (Cardella, Sanchez & Garcia 2019; Roomi & Harrison 2010). With the increased level of digitization in the global economy, the entrepreneurial ecosystem has been reshaped (Cantner et al. 2020). Digitization has changed society, with it becoming a priority for most entrepreneurial businesses. Businesses and their consumers have altered their behaviours in the new era of digitization (Nambisan, Wright & Feldman 2019). Businesses need new and dynamic capabilities to survive in this digital market. Companies with no online presence have less potential outreach to the customers (Sabai & Ho 2019). Contrary to that, a business with a strong online presence can reach the maximum number of markets in the global world (Atri, Gill & Mand 2018). In this constantly shifting environment, businesses need to constantly challenge their potential (Brenk et al. 2019b). The need to renew, modify and innovate is the primary way to survive in the digital market (Barreto 2010).

The environmental context is constantly shifting and compels entrepreneurs to adapt, integrate, and reconfigure their business models. Teece (1997) argues that the dynamic capabilities of any business to integrate, build and reconfigure provides a competitive advantage in a rapidly changing environment (Teece, Pisano G & Shuen A 1997). When the technological shifts are rapid, a firm's capabilities to adapt rapidly puts the firm in a more strategic sound place. Dynamic capabilities are the businesses' routines in terms of how it achieves access to new resources for its survival in the market (Teece 2017). With the increase in digitization, women entrepreneurs need dynamic capabilities to keep up their pace in the market. The increased digitization has posed many challenges in the business world for entrepreneurs and they need dynamic capabilities to incorporate a human-centered logic as well (Heaton, Siegel & Teece 2019). Consumers make smart and intelligent decisions when it comes to

choosing a product (Parente et al. 2020b). Hence, dynamic capabilities where objectives and wellbeing of business and humanity is aligned are highly needed in the digital world (Kim, Eltarabishy & Bae 2018). This thesis examines different dynamic capabilities used by women entrepreneurs to survive in a digital entrepreneurial ecosystem. The characteristics of an entrepreneurial ecosystem comprise of various domains that include social, cultural, governmental, and other institutions, which makes it a good theoretical foundation to utilise for this thesis.

The aim of this thesis is to contribute towards the phenomena of women entrepreneurship from an emerging economy perspective through a dynamic capability's perspective. The challenges faced by women entrepreneurs in a non-supportive entrepreneurial ecosystem reshaped by digitization will contribute to the burgeoning women entrepreneurship literature. In order to survive in a challenging entrepreneurial ecosystem, women entrepreneurs need dynamic capabilities to face the challenges of a modern digital world. This thesis problematises the challenges of the digital world and its role in modern-day businesses. Usually emerging economies have a strong cultural and social environment that affects the growth of women entrepreneurs (Rehan, Block & Fisch 2019). This thesis will explore the emerging economy context to ascertain if the entrepreneurial ecosystem is in favour of women entrepreneurs to run their business or not? This will eventually help to contemplate the required set of capabilities being used by women entrepreneurs to survive in the emerging economic market context.

1.1.1 Motivation for the study

The motivation to study the phenomena of women entrepreneurship in Pakistan is driven by my personal experiences and association with the country. Growing up in an urban city Lahore, Pakistan, I have witnessed women trying hard to contribute

towards the wellbeing of their society and to make an economic contribution. Within the last decade, the community has changed a lot, particularly in terms of the role of women in society. According to the Global Entrepreneurship Monitor (GEM) report of 2019/2020, starting one's own business is perceived as a good opportunity for women in Pakistan (GEM 2020). The World Bank (2017) launched a customized program with the name of WomenX in Pakistan to support women entrepreneurs. This program was aimed at reaching out to a maximum number of women who do not have access to learn basic business skills. According to Mastercard Index of Women Entrepreneurship, entrepreneurial minded women have made the business landscape more competitive for men in businesses (Mastercard Index of Women Entrepreneurs, 2020). The number of women coming forward and pursuing their passion of business has seen an upward trend in recent years. With the recent government policy changes in Pakistan, entrepreneurship has been encouraged and supported by the government as well. I have personal experience of running a small business in Pakistan. I started a not-for-profit education venture in the countryside of Pakistan. Being able to live in those circumstances and deal with students who do not have access to schools or colleges compelled me to do more. My experience being a social entrepreneur in Pakistan, gives me an ability to carry out research about this topic and interpret other women entrepreneur's experience to help contribute to this phenomenon. The social dynamics do not allow women entrepreneurs to enjoy an equal level of opportunities. However, the new era of digitization has helped women entrepreneurs to achieve their dreams and to decrease the social inequality in society. Across Pakistan the participation of women in entrepreneurial activities has increased (Khan 2020). Emergent themes in this research have also provided a new perspective to the women entrepreneurship literature. The population of Pakistan comprises more

women than men (Makhijani et al. 2015). In addition, research shows that women tend to complete their academic degrees and graduate more than men (Arifeen 2018). According to the Global Entrepreneurship Monitor results, women have shown higher interest in engaging in entrepreneurial activities than men (Blair et al. 2013). This means that women can play equally important roles in creating new jobs and supporting the economy. However, the external social factors cannot be ignored in Pakistan. Women in Pakistan are equally talented as compared to any other developed country. Their passion for becoming independent, pursuing their talent, or improving their quality of life drives them to struggle in a society like Pakistan (Lent et al. 2019). Studying women entrepreneurship in an emerging economy context like Pakistan enables new theoretical approaches to emerge that complement existing theories. The motivation to study the phenomena from an emerging economy perspective enabled me to study in more depth my homeland of Pakistan. The dynamic capabilities which women entrepreneurs are using to survive in the entrepreneurial ecosystem of Pakistan will provide a novel approach and contribute to the development research based on new country contexts.

1.1.2 Background of the study

According to the Pakistan Bureau of Statistics (PBS), the Gross Domestic Production of Pakistan can rise by 30 percent if more women start contributing towards the economic growth of the country (Kazmi 2018). In Pakistan, women entrepreneurs primarily start their ventures out of need. However, their contribution plays a major role in women's life quality, empowerment, and encouragement for other women in society. In recent years, the participation of women in the labour force and entrepreneurial activity has increased to 20 percent in Pakistan (Global Entrepreneurship Monitor Report, 2018). Despite this increase, the talents and

potential of women entrepreneurs are still untapped in Pakistan. The reason behind this is the presence of economic, political and socio-cultural complexities.

This thesis examines the role of women entrepreneurs in Pakistan using a qualitative study from the perspective of an emerging country. The presence of socio-cultural challenges paves a different path for women entrepreneurs to pursue entrepreneurship in Pakistan. The government of Pakistan has taken steps to support women entrepreneurs in Pakistan in recent years (Rehan, Block & Fisch 2019). The government of Pakistan has established organizations in every state of Pakistan with the name of Women Chamber of Commerce. These organization are solely responsible and dedicated for promoting women in business. These forums provide opportunities to established and newcomers in the field of entrepreneurship. These initiatives have helped in allocating government funds to those women who need them the most. To date, there is very little known about the nature of women entrepreneurship in emerging economies (Bhatti et al. 2016). The influence of a non-supportive external environment poses different challenges for women entrepreneurs in emerging economies. Many researchers have called for more research focusing on women entrepreneurship in emerging countries (Akter, Rahman & Radicic 2019; Elliott & Mavriplis 2020; Nicolaou, Phan & Stephan 2020). The literature also indicates that more research needs to be carried out amongst the economies that have started to showing potential in recent years (Zhu, Kara & Zhu 2019). Different sets of challenges enable women entrepreneurs to use unique dynamic capabilities to adapt and survive in the modern market (Roundy & Fayard 2019). Women entrepreneurs in Pakistan are involved in many sectors of industry. The domination of women in creative industries has increased in the last few years (Nair 2019). The acceptance of women entrepreneurs has increased with the passage of time. Women entrepreneurs

engage in entrepreneurship to overcome their financial challenges (Laudano et al. 2019). However, the societal norms have been changed now and the contribution made by women entrepreneurs in Pakistan has grabbed more attention.

1.1.3 Purpose of the study

The purpose of this study is to explore the phenomena of women entrepreneurship under the lens of dynamic capabilities theory in Pakistan. Whilst dynamic capabilities are a popular theory in strategic management and entrepreneurship, it has not been studied before in terms of women entrepreneurship and the emerging economy context of Pakistan. The emergence of digitization has provided new paths for business owners to operate, grow and survive (Ghezzi & Cavallo 2020a). With this digital revolution, women entrepreneurs in Pakistan have also shown resilience to survive and grow in non-favourable circumstances (Standing & Mattsson 2018). This research collects data from women entrepreneurs in Pakistan. The women entrepreneurs in Pakistan have provided meaningful contributions for the betterment of their society and to improve the life and wellbeing of other fellow women in Pakistan. This research will help policymakers in Pakistan to alter their policies for the betterment of women entrepreneurs. Hence, the contribution made by women entrepreneurs in Pakistan by sharing their entrepreneurial journey could become a source of motivation or an answer to the problems of many other women in Pakistan and other emerging economies.

1.1.4 Significance of the study

Entrepreneurial talent exists in all human beings regardless of their gender (Merluzzi & Burt 2020). The emergence of a specific gender depends upon several factors that are influenced by the social and cultural setting (Khan 2020). There is a lack of

understanding of the complexity's women entrepreneurs face in an emerging country. This is due to there being a limited number of researchers that have presented results about these social settings (Sial, Noreen & Awan 2015). This study is significant because it will provide a deeper understanding of the complex social structure in Pakistan. Women entrepreneurs derive their motivation, drive, and resources within a social support system in Pakistan. There are a limited number of governmental resources which are not accessible for every woman in Pakistan. This research will provide the understanding that amongst a political unstable environment, it is important to understand how women entrepreneurs continue to drive their entrepreneurial ventures in a successful manner.

The historical and cultural heritage of Pakistan is heavily inspired from British colonial rule (Nanji 2014). Pakistan was founded in 1947. Before its independence, the whole geographical region was ruled by British colonial rule for more than 90 years (Schurr, Tariq & Ahmad 2016). Even after 75 years of independence, the countries heritage is still inspired from British law and impacts business practices. The English language is still considered as a formal language of communication and the British influence can still be seen in language, education system, architecture, public administration, and the political system of Pakistan (Khan 2007). There are indelible efforts and contributions made by the government and people of Pakistan to mark its presence on the international world map (Chemin 2010). The culture of Pakistan is religious and conservative with women often not getting equal opportunities in all fields of life (Zeb & Kakakhel 2018). The participation of women in economic growth was not significant in its earlier days. With the wave of women empowerment, women have started to realize their potential and are contributing to the economic growth in Pakistan (Zeb & Kakakhel 2018). Women constitute more

than 50 percent of the population in Pakistan (Kazmi 2018). With the recent government changes, women entrepreneurship has been promoted and encouraged in Pakistan. The life course of women in Pakistan is different from women in the west due to differences in economic and societal conditions (Roomi & Harrison 2010). Women entrepreneurs utilize a unique set of dynamic capabilities to survive and grow in the market of Pakistan. The participants in this study predominantly had a successful running business in Pakistan.

1.2 Research context

Businesses owned by women entrepreneurs have different approaches of running business functions than men entrepreneurs (Berglund et al. 2018). Women entrepreneurs have a complex system of cooperative relationships with customers, suppliers, and employees (Ahl & Marlow 2012). The linkages of work and family are also widely seen in women entrepreneurship (Li, Ahmed & Qalati 2019). Thus, the theoretical framework of exploring women entrepreneurship is bound to be distinct. In Pakistan, gender discrimination and cultural challenges are discouraging women to fight for their rights. With the economic growth in recent years, Pakistan has shown an increasing trend in the list of emerging economies and correspondingly the role of women in society has changed (Omeihe et al. 2019). The digital transformation in businesses have changed the business landscape (Xu & Koivumäki 2019). Along with this digitization wave, women entrepreneurs have revamped their businesses to compete in the digital market (Sardar et al. 2019). During this study, the world has gone through a health pandemic of coronavirus (COVID-19). COVID-19 has affected all businesses worldwide (Ratten 2020a) and this study has studied the effect of COVID-19 on small business entrepreneurs in Pakistan. The health pandemic has

limited the economic advancement of all small and multinational organizations (Ratten 2020a). Therefore, it is crucial to study the disruptive changes from COVID-19 on business in Pakistan. All the factors of an entrepreneurial ecosystem are affected by the COVID-19 situation (Verbeke 2020). During such hardships, the role of entrepreneurs to support the local industry is always widely acknowledged in research (Budhwar & Cumming 2020; Ratten 2020a). Dynamic capabilities are needed to survive in this rapidly changing environment and should be studied for future research (Park & Kim 2013).

1.2.1 Identifying the research problem

There are abundant studies found on the context of women entrepreneurship in developed countries (Cochran 2019; Jennings & Brush 2013; Maria, Raquel & Carlos 2020). However, there are limited studies on emerging economies. In particular, there are few studies that cover the phenomena of women entrepreneurship in Pakistan. The utilization of all human capital is necessary for economic growth of the country (Gbadamosi 2019). The population of Pakistan is approximately 212 million people (Kazmi 2018). According to a recent report from the World Economic Forum, Pakistan is amongst one of the top 10 emerging economies in the world (Arifeen 2018). The manufacturing facilities in Pakistan have provided a head start to its economic growth in recent years. With the era of digitization, the potential of Pakistan has been considered as favourable for becoming a strong economy (Ali et al. 2020). Women entrepreneurs from Pakistan are representing Pakistan at international levels. Entrepreneurs like Seema Aziz, who is running Bareeze, one of the top Pakistani clothing brands and a Non-Government Organization (NGO) for the last 30 years, have contributed a lot towards the upbringing of other women in the society. Musarrat Misbah is an entrepreneur and a renowned beautician in Pakistan. Since 2003, she has

been helping acid attack women victims and enabling them to earn their own livelihood in the beauty industry. However, these struggles of women entrepreneurs were not easy. Women in Pakistan have a long history of 75 years to fight for their equal rights. The evolution was slow but the latest times have improved the scenario for women in Pakistan. There are significant trends and techniques that women entrepreneurs are pursuing to continuously accelerating in the global business world that corresponds to a link to their culture (Yunis & Hashim 2020). Little is known about the dynamic capabilities used by women entrepreneurs to survive in the digital market. This is due to dynamic capabilities enabling a number of resources to be used that can become a source of competitive advantage for the entrepreneurs. The modern-day challenge of the digital world requires digital dynamic capabilities to survive. However, the awareness of sustainability amongst the customers have compelled women entrepreneurs to create a sustainable business that can support their venture and the wellbeing of society.

1.2.2 Research questions

The research questions are explored and analysed in individual chapters of this thesis. The sub- questions were developed from the review of the literature of dynamic capabilities theory (Teece 2017; Teece, Pisano G & Shuen A 1997). To study dynamic capabilities amongst women entrepreneurs in entrepreneurial ecosystems of Pakistan, a multi-stakeholder view is required to understand the various environmental factors that influence entrepreneurship. Women constitutes almost 50 percent population of Pakistan. The role of this half population is pretty much needed in all fields of life to prosper and grow. Government of Pakistan have also realized the importance of role and participation of women in economy. This is the reason that they have launched many initiatives to promote women entrepreneurs and women in

general. This thesis aims to address the modern-day challenges of the digital world in Pakistan for women entrepreneurs. The thesis will also cover an important aspect of COVID-19, which has affected all businesses worldwide. This includes discussing how this health pandemic has enabled women entrepreneurs in Pakistan to utilize their dynamic capabilities in order to stay relevant in the marketplace.

There are three principal research questions guiding this study. For each principal research question, there are two sub research questions, which have helped in exploring the principal phenomena. The principal research questions (RQ) and sub questions (SQ) are as follows:

RQ1: How do women entrepreneurs in Pakistan use their business dynamic capabilities to survive and grow in an emerging market?

SQ 1: How do artisan women entrepreneurs learn to commodify their creative skills into an entrepreneurial business? (Chapter 4)

SQ 2: How are coherent entrepreneurial ecosystems helping subsistence women entrepreneurs in Pakistan? (Chapter 7)

RQ2: How are women entrepreneurs in Pakistan using their digital dynamic capabilities to survive and grow in an emerging market?

SQ 3: How are family owned businesses in Pakistan using dynamic capabilities (sensing, seizing and transforming) to compete in modern digital market? (Chapter 3)

SQ 4: How are small business women entrepreneurs using dynamic capabilities to survive and grow in an entrepreneurial ecosystem affected by COVID-19? (Chapter 8)

RQ3: How are women entrepreneurs using their humane dynamic capabilities to survive and grow in an emerging market?

SQ 5: How are women entrepreneurs acting as a servant leader to encourage a humane entrepreneurship culture in Pakistan? (Chapter 5)

SQ 6: How are women entrepreneurs in Pakistan integrating their spiritual beliefs in their entrepreneurial venture? (Chapter 6)

1.3 Related Literature

This section will describe the concepts used in this thesis. The relevance to choose the theories to study the phenomena will be explained in this section. Firstly, women entrepreneurship in Pakistan will be discussed then the theory of dynamic capabilities used by women entrepreneurs to survive in challenging entrepreneurial ecosystems will be stated. Then the three main areas addressed in the primary research questions will be backed up by the relevant literature in the following section.

1.3.1 Women entrepreneurship in Pakistan

The theoretical foundation of women entrepreneurship is developed from the context of developed and western countries. The social structures, cultural values and political agendas vary in developed and emerging countries (Aidis 2005b). An entrepreneurial ecosystem where women do not enjoy economic freedom presents a different set of challenges for those women who want to make use of their human potential (Brush 1992; Cooke & Xiao 2020). In Pakistan, there is a considerable dependence of women over men. This has meant that the social and cultural restrictions do not allow women to have free mobility (Jalal 1991). There is a complex interplay of economic and socio-cultural factors in Pakistan (Javaid, Shamsi & Hyder 2020). This gender-based discriminatory behavior still prevails in Pakistan (Owais 2020). Inequality and prejudice against women comes from the male dominance and gender-biased power relations (Rehman & Roomi 2012). The subordination of women to men is usually

misinterpreted with religious beliefs but is more reflected in cultural interpretations of the role of women in society (Yunis & Hashim 2020). The cultural and social norms are deeply enriched in the society (Omeihe et al. 2019; Rehman & Askari 2010a).

The status of women is not uniform in all parts of Pakistan. In recent years, the urban cities have started accepting women as equal in society. However, in rural parts of Pakistan, women still do not get equal rights and basic human rights (Roomi, Rehman & Henry 2018). To study such a context, a different approach is needed that can integrate all these cultural and social challenges. In the last few decades, women have started coming out of their houses and fighting for equal rights. The literacy rate amongst women has a direct affect in creating awareness of social rights women in Pakistan (Chemin 2010). Many studies show that women are graduating from college more than men in Pakistan (Khatoon 2017; Owais 2020; Schurr, Tariq & Ahmad 2016). According to the Global Entrepreneurship Monitor, educated women in Pakistan are more likely to become entrepreneurs (Lent et al. 2019). However, gender differences in environmental conditions create hurdles for women to utilize their maximum potential (Brush, Bruin & Welter 2009).

Digitization has equipped all women with the ability to commodify their creative skills and expertise (Rashid & Ratten 2020). Home based businesses are very common in Pakistan and do not require many financial resources. In addition, the use of technology has granted access to each user in order to reach to the maximum number of audiences (Tambunan 2009). Home based businesses have become an important source of employment for women in Pakistan. This kind of business model keeps them away from the exposure of being in the main market and collaborating with suppliers. Many women are graduating from Arts colleges and end up marketing their creative skill via social media in order to create a small entrepreneurial venture

(Sahibzada et al. 2019). These entrepreneurs are considered as artisans as they engage in entrepreneurial ventures in order to use their creative skill to earn money. The local traditions are preserved, and employment opportunities are created through their entrepreneurial ventures (Ali et al. 2020). The economic participation of women entrepreneurs and export markets have flourished with the home-based businesses trend amongst women in Pakistan.

Institutional environments contribute to the high women participation rate in developed countries (Orhan & Scott 2001). In Pakistan, the institutional environment is not favourable for women entrepreneurs. Pakistan being a collectivist country has very strong family relationships (Roomi & Harrison 2010). Many women entrepreneurs who start their entrepreneurial venture obtain finances from their family members. The contribution of male and female family members to women entrepreneurs and their business is practised all over the country (Sardar et al. 2019). External social factors are not favourable for women entrepreneurs in Pakistan (Winn 2005). This can lead to greater inequality and discrimination in the society. Women's choice of career is often decided by the male members of the societies in emerging countries (Atri, Gill & Mand 2018). The opportunity to take life choices is not granted to women in emerging countries (Thornton, Soriano & Urbano 2011). Women are steered towards the career choices which are considered more feminine. Entrepreneurship is attributed with masculine characteristics; thus, women are not encouraged to pursue it (Anna et al. 2000). The traditional role of women is perceived as a less achievement-oriented role. Thus, the ambitions and inspirations for women is not encouraged in emerging nations. In Pakistan, where women are constrained with such challenges, women who make their way in entrepreneurship have made some tough choices to fight the system (Farrukh et al. 2017). Therefore, there is an urgent

need to understand the nature of women entrepreneurship in such a challenging ecosystem in Pakistan.

Digitization has enabled the economy of Pakistan to grow exponentially (Brenk et al. 2019b). The digital economy carries immense potential due to which rapid growth is seen amongst entrepreneurs in the last few years. Digitization has transformed all aspects of human society (Nambisan, Wright & Feldman 2019). Moreover, the growing internet penetration in each part of Pakistan has helped women entrepreneurs to try new business models. The service sector of Pakistan has become very strong with this digital transformation (Khatoon 2017). The electronic commerce (e-commerce) market has grown significantly in Pakistan over the last few years. It has transformed consumer behaviour of individuals in Pakistan as well as businesses. This transformation has helped Pakistan at a macroeconomic level. According to McKinsey Global Institute report, the Gross Domestic Product (GDP) of Pakistan has experienced a cumulative increase of 7 percent due to digitization (Ahmed, Sana & Asif 2018). The creation of new jobs and wealth have increased due to the digital economy. Women entrepreneurs have utilized this new trend and consumer acceptance of e-commerce has revamped their business models. As a result, the digital world has become a bridge between the social and economic inequality and injustice (Standing & Mattsson 2018). Thus, digitalization has meant that everyone has equal access to utilize the digital technology and turn their dreams into reality.

1.3.2 Dynamic capabilities theory

Globalization and digital transformation have accelerated highly volatile, complex, and uncertain business markets (Roundy & Fayard 2019). Innovation has become a key source of long-term success for businesses in this volatile environment. Businesses with a distinct and unique competitive advantage can intensify the

competition and accelerate its growth (Heaton, Siegel & Teece 2019). Entrepreneurs are a major source of innovation in any economy. Irrespective of the entrepreneurial life cycle or development stage, they contribute towards the economic development of the country (Arend 2014). David Teece has provided a framework of dynamic capabilities theory where the resources, capabilities and management of the business can provide a competitive advantage to the business (Teece, Pisano G & Shuen A 1997). The initial definition of dynamic capabilities theory was related to the “firm’s ability to integrate, build and reconfigure in rapidly changing external and internal environment” (Teece et.al., 1997, p. 517). The speed of today’s changing global environment has brought much more prevailing uncertainty in the business world.

The dynamic capabilities theory is all about doing the right thing at the right time. It is not possible for all the business players in the market to possess strong dynamic capabilities (Teece & Linden 2017). This is due to the constant need to innovate and respond to the business environment requiring a unique set of capabilities and resources (Eisenhardt & Martin 2000). The consensus of consumers preferences along with the business problems and technology is difficult to attain and maintain (Barreto 2010). This thesis will explore the three dynamic capabilities of women entrepreneurs in Pakistan to survive in the modern-day digital market, which are: (1) *Sensing* means identifying and developing the customer needs at the right time (2) *Seizing* means mobilization of existing resources to gain the maximum value (3) *Transforming* means continuously renewing the process and upgrading the capabilities (Teece, Pisano G & Shuen A 1997). In entrepreneurship, it is relatively easy to practice and adapt to dynamic capabilities. This is due to entrepreneurs not being answerable to top management and a board of directors. Hence, the implementation is much quicker and more effective in rapidly changing complex environments (Carlos 2011). The

leadership ability of entrepreneurs helps them to innovate and redeploy the internal and external competencies. Eisenhardt and Martin (2000) stated that dynamic capabilities are engrained in the identifiable and specific routines of the business. Entrepreneurs tend to achieve new resource configurations as quickly as the market changes (Ghezzi & Cavallo 2020a). This thesis will divide the dynamic capabilities needed and utilized by women entrepreneurs in Pakistan in three ways. A brief literature is discussed below. However, each set of dynamic capabilities addresses a separate research question, and they are discussed in separate chapters of the thesis.

1.3.3 Digital dynamic capabilities

Pakistan has witnessed exponential growth in the past few years due to a digitization trend. Entrepreneurs are capitalizing on opportunities emerging from the digital economy (Xu & Dobson 2019). Digital technologies have worked as a catalyst of growth in every industry of Pakistan. The use of digital technologies in running businesses are considered as more of a cost-effective approach (Autio et al. 2018). This is due to digitalization providing a larger and wider exposure to the customers in every part of the country or world. The process of digitization has made the business market more favourable for fresh graduates and young entrepreneurs (Ahmed, Sana & Asif 2018). This volatile environment demands dynamic capabilities addressing the rapid and complex environment of the digital world. This thesis will discuss the digital dynamic capabilities utilized by the women entrepreneurs to survive and facilitate their growth in Pakistan.

1.3.4 Business dynamic capabilities

The business landscape of Pakistan is not favourable for women entrepreneurs. Inequality, injustice, and discriminatory behaviour make the entrepreneurial journey

tougher for women entrepreneurs (Roomi & Harrison 2010). The entrepreneurial ecosystem in Pakistan creates hinderances to smoothly operate all the business functions. Women entrepreneurs demonstrate some unique dynamic capabilities to keep their business running. This is due to women entrepreneurs learning from their environment and making decisions wisely (Roomi, Rehman & Henry 2018). Learning is an ongoing process and women entrepreneurs present unique dynamic capabilities to handle the socio-culturally challenged business market (Rwehumbiza & Marinov 2019b). Entrepreneurs have the leadership skills to design strong dynamic capabilities and maintain them to survive in the external business environment (Darawong 2018). This thesis discusses the business dynamic capabilities used by women entrepreneurs in Pakistan to survive in an unfavourable entrepreneurial ecosystem.

1.3.5 Humane dynamic capabilities

Dynamic capabilities can be considered through a humane perspective that focuses more on societal interaction through people orientated principles. With globalization and digitization, the discussion about creating an emotionally and artificially intelligent brand has also been raised (Parente et al. 2018). Entrepreneurship needs to be sustainable and inclusive in the modern-day world. The focus should not only be on economic objectives but the needs and wellbeing of individuals in society is also equally important (Parente et al. 2020b). This means considering the external environment as it includes cultural challenges as well. The culture binding actions of entrepreneurs determines their entrepreneurial performance. Dynamic capabilities will help them in achieving the humane entrepreneurship level of economic success (Kim, Eltarabishy & Bae 2018). The non-economic aspects of work are equally important for the advancement of society. Emerging economies like Pakistan where individuals

need to help each other in society needs more consideration towards a humane entrepreneurship culture.

1.3.6 Impact of Covid-19 on women entrepreneurship in Pakistan

The COVID-19 pandemic has changed the functioning of businesses worldwide. This health pandemic has altered the fundamentals of society (Ratten 2020a). It has affected businesses at the local, international and national level (Beech & Anseel 2020). Economies like Pakistan that are vulnerable and do not have the capacity to go through long-term lockdowns without affecting individuals are more affected (Shankar 2020). COVID-19 emerged in January 2020 and the first lock down was announced by the government of Pakistan in March 2020. This thesis will include a study addressing the effects of COVID-19 on women entrepreneurs and their businesses in Pakistan. Women entrepreneurs have used digital technologies to automate their business functions though focusing on entrepreneurship. Entrepreneurial ecosystems change based on environmental conditions (Ratten 2020a). With the health pandemic, there are many different factors that influence the major drivers used for shaping and encouraging entrepreneurship in the country (Verbeke 2020). Women entrepreneurs are predisposed to adapt with the COVID-19 situation. Chapter 8 discusses the effects of COVID-19 on women entrepreneurs in Pakistan in detail.

1.4 Research design and methodology

This research focuses on understanding the phenomena of women entrepreneurship in Pakistan. To do this, the research explores the dynamic capabilities utilized by women entrepreneurs in Pakistan to survive and grow in a challenging environment of an

emerging market. This section will discuss the methodology of the study by presenting the epistemology and ontology of the selected research paradigm.

1.4.1 Philosophical characteristics

A research methodology determines the ways of carrying out the research project and the process of finding out relevant knowledge (Wainwright 1997a). It is a strategic approach of inquiry to find knowledge (Lincoln 1985). The selection of a philosophical paradigm is the first and foremost step in any research project. It emerges from the ontology, epistemology, and research paradigm choice. In the following section, the philosophical paradigm of this study is mentioned.

1.4.2 Ontology

Ontology discusses the nature of reality. It refers to the questions where the reality of knowledge is being questioned (Guba & Lincoln 1982). This study assumes the *relativist* ontology. Relativist ontology assumes that there are multiple truths out there in the world which can be socially constructed and governed by natural laws (Lincoln 1985). Everything in the world is relative and the meaning of reality is interpreted by the social creatures in natural settings (Patton 1990). It is a part of natural process that human beings construct their own meanings of life and reality by experiencing it (Knafl 1991).

1.4.3 Epistemology

Epistemology refers to the origin of knowing. Every research project is affected by choice of its methodology and epistemology (Maykut & Maykut 1994). This study assumes the *subjectivist* epistemology. It assumes that social constructions are constantly modified by the interaction of researcher and the outer world (Guba &

Lincoln 2005). This study is exploring the phenomena of women entrepreneurship from the lens of women entrepreneurs working in the field. The interpretation is the continuous process going on between the research and the participant.

1.4.4 Philosophical paradigm - Interpretivism

The philosophical approach used to explore this phenomenon is interpretive qualitative approach. This approach helps in exploring new phenomenon and gaining an understanding from the perspective of the participants (Orlikowski & Baroudi 1991). Thereby enabling a better understating about the context whereby participants can share insights. The knowledge of reality is constructed through social constructions in the interpretivist approach (Huberman 1994). The complexity involved in human sense making emerges with the situation. Thus, an interpretivist approach helps in studying the complexities involved with human sense making. It has been said by many researchers and scholars that a researcher with past experiences is the main instrument of collecting data (Patton 1990). In this research, my association with the culture of Pakistan will play an important role.

1.4.5 Qualitative method – Rationale

The reason of conducting qualitative study for this research is twofold. Firstly, it is essential to gain a better understanding of the phenomenon of women entrepreneurship in Pakistan, an emerging economy, in its unique socio-cultural phenomena. Secondly, the viewpoints of women entrepreneurs who are operating in Pakistan is highly critical for the study of the phenomena. An in-depth understanding of women entrepreneur's experiences operating in a different ethnic and cultural background will help in exploring this complex phenomenon. Interpretive research

allows the researcher to examine the phenomena in its natural settings and from the perspective of the participants (Corbin 2008).

To conduct exploratory research, Gioia methodology has been used in this study because it provides a systematic approach to new concept development and a substantive theory development. Gioia methodology helps to bring qualitative rigor and transparency to conduct and present inductive research (Gioia, Corley & Hamilton 2013). The participants involved in this research are women entrepreneurs from Pakistan. The process of choosing participants deliberately due to their qualities is known as purposive sampling. Entrepreneurs were selected by purposive sampling techniques for this research. It is a non-random sampling technique that helps researchers to get the required information based on participant's experience (Graebner, Martin & Roundy 2012).

1.4.6 Data collection

Data was collected through semi-structured interviews with a time range of between 60-120 minutes. The women entrepreneurs selected for interviews belong to different kinds of businesses. The total number of entrepreneurs interviewed for this study is 54. Interviews were audio recorded. As the national language of Pakistan is Urdu, interviews were translated into English and then transcribed. The transcribed version has been sent back to entrepreneurs to confirm their viewpoint. The interviews were conducted with the founder of the businesses.

1.4.7 Ethical consideration

In qualitative studies, ethical considerations are very crucial to the study. The important issues involved in data collection need to be addressed in the beginning of the study. Ethics approval was granted from La Trobe University human ethics

committee after the provision of all relevant documents. Participant information statement and consent forms are attached in appendix A and B. Women entrepreneurs included in the study were kept anonymous. All the participants were provided with the consent forms and participants were fully aware of the process. All the field protocols were in place whilst conducting the interviews.

1.4.8 Data analysis

Data were analysed by using the Gioia Method of analysis (Gioia, Corley & Hamilton 2013). This research conducted data collection in two phases. The initial phase comprises of interviews with women entrepreneurs based on the research question. The second phase of data collection was conducted during the early phase of COVID-19. COVID-19 became a health pandemic worldwide and it has affected all the businesses (Ratten 2020a). It was important to study this new scenario under which women entrepreneurs are struggling to keep up their businesses in the market (Beech & Anseel 2020). COVID 19 has changed the political, economic, and social dynamics of all countries. However, emerging economies like Pakistan did not have many resources to support women entrepreneurs. To study the impact of COVID 19, another round of data collection was conducted. 20 women entrepreneurs were interviewed via Zoom after getting a new ethics approval. The time period of collecting COVID-19 related data was June-July 2020. Both ethics approval documents are attached in the appendix G and H.

1.5 Structure of thesis

This thesis is built on the collection of six individual papers and one book chapter. Two papers and one book chapter have already been published. Two papers are under review at peer-reviewed journals. This section will discuss the overview of all

published and non-published material and its contribution to this thesis. Chapter 1 and chapter 9 addresses the overall contribution of the thesis and are not part of any journal article. Leading on from this introductory chapter, the thesis unfolds as follows:

- **Chapter:2**

Rashid, S. and Ratten, V. (2020), “A Systematic Literature Review on Women Entrepreneurship in Emerging Economies While Reflecting Specifically on SAARC Countries”, in Ratten V (ed), *Entrepreneurship and Organizational Change*, Springer International Publishing, pp.37-88.

This chapter is published as a book chapter with Springer Publishing. In this book chapter, a systematic literature review was conducted on existing literature of women entrepreneurship in emerging economies and SAARC (South Asian Association for Regional Cooperation) region. The role of this book chapter in my thesis is that it has provided an extensive analysis on the existing literature on women entrepreneurship in Pakistan and the South Asian region. The chapter starts with the analysis of 76 Scopus indexed peer reviewed journal papers published in the last 23 years. These papers are on studies about women entrepreneurship from different emerging countries. The data collected from these 76 papers were analysed using the GIOIA method of analysis. It has provided different themes and aggregate dimensions about the existing literature on women entrepreneurship in Pakistan. To narrow down the scope of emerging economies, countries from the SAARC region were selected among these 76 articles. The studies based on SAARC countries were selected. The SAARC region comprises of 8 countries, which are Pakistan, India, Bangladesh, Sri Lanka, Maldives, Nepal,

Bhutan and Afghanistan. There were only 30 articles based on these countries. Another data analysis procedure has been conducted using the GIOIA methodology. It has unveiled the specific issues and challenges of women entrepreneurship in South Asia. The three aggregate dimensions arising from the data analysis of these 30 articles are *precipitated entrepreneurs, becoming self and communal accelerators and changing the traditional social orientation*. This analysis shows that women entrepreneurs in the South Asian region do not have equal opportunities due to discriminatory social and cultural values. These values are deeply rooted in the tradition of these countries. The analysis shows that women in these countries opt for entrepreneurship under the influence of economic hardships. Many studies have also looked at the contributions of women towards economic development under these unfavourable circumstances. This implies that women are fighting the traditional odds and making their mark in the economic growth and development of the countries and their struggles are worthy of investigation and exploration.

- **Chapter:3**

Rashid, S. and Ratten, V. (2020), "A dynamic capabilities approach for the survival of Pakistani family-owned business in the digital world", *Journal of Family Business Management*, Vol. 10 No. 4, pp. 373-387.
<https://doi.org/10.1108/JFBM-12-2019-0082>

In this paper, women entrepreneurs who are working in a family business in Pakistan have been studied. This paper explores the role of dynamic capabilities in the survival of family owned businesses in digitization. The role of this paper in this thesis is that it argues for the presence of digital world challenges and how it

has altered the ways of doing business in Pakistan. Family owned businesses are prevailing as a strong factor in the economic growth of Pakistan. The collectivist culture of Pakistan is favourable for family businesses. The analysis shows that family owned businesses need to develop a digital mindset to reach a larger number of audiences within the country and worldwide. The process of choosing the right digital channel for the survival in the digital age is highly critical. In this case, the value of high asset employees and their skills need to be kept in mind. The current challenge of the digital age compels the family owned businesses to make a more humanely perceived brand that is more emotionally intelligent. A brand that can communicate with customers in their language. This opens up opportunities for businesses to create an emotionally intelligent brand and gain digital wisdom to survive in the global marketplace.

- **Chapter:4**

Rashid, S. and Ratten, V. (2020), “Commodifying skills for survival among artisan entrepreneurs in Pakistan”, *International Entrepreneurship & Management Journal*, Vol. ahead-of-print. <https://doi.org/10.1007/s11365-020-00688-5>

This paper explores the challenges faced by artisan entrepreneurs in Pakistan. This paper discusses all the entrepreneurial learning involved in creating an entrepreneurial business by artisan entrepreneurs based on their creative skills. The role of this paper in this thesis is that it has helped in proving the link between the women entrepreneurs who have used their creative skill and passion to come up with their own business. The need to start an entrepreneurial venture is derived by their own creative passion and skill. The analysis shows that artisan entrepreneurs have highlighted different forms of entrepreneurial learning in

different phases of their business life cycle. Although entrepreneurial learning is a natural process, artisan entrepreneurs have mentioned the importance of their informational capital in the initiation of their entrepreneurial venture. Informal learning which takes place in every business function and operation is critical in an artisan entrepreneur's life to run a business in Pakistan. Entrepreneurs with zero knowledge of business have paved their way into entrepreneurship using their unique and creative skills. This paper represents the opportunities for potential artisan entrepreneurs to utilize their existing resources into a profitable entrepreneurial venture.

- **Chapter:5**

Rashid, S. and Ratten, V. (2020), "Women entrepreneurs and humane entrepreneurship: An emerging economy perspective", *Journal of Small Business Management* (Submitted after revision).

This paper discusses a relatively newer concept called 'humane entrepreneurship'. This paper explores how women entrepreneurs are acting as servant leaders to encourage the culture of humane entrepreneurship. The political and economic uncertainty might not support their humane entrepreneurship culture, but women entrepreneurs are trying at an individual level effort to create a humane culture in their businesses. The role of this paper in my thesis is that women entrepreneurs are taking steps towards the wellbeing of their employees and society even living in highly unfavourable circumstances. The analysis shows that with the passage of time women entrepreneurs have developed a caring ethos that is aligned with their individual characteristics. These caring ethos have been followed in their businesses. Women entrepreneurs take steps to contribute to the awakening of the

highly patriarchal society of Pakistan. Women entrepreneurs find it easy to incorporate these values in their business because they are not answerable to anyone in their business. The business belongs to them and this helps in challenging the developmental process. The novel concept of humane entrepreneurship has been studied in this paper.

- **Chapter:6**

Rashid, S. and Ratten, V. (2020), “Spirituality and entrepreneurship: Integration of spiritual beliefs in entrepreneurial journey”, *Journal of Enterprising Communities: People and Places in the Global Economy* (under review)

This paper explores the role of spirituality in entrepreneurship. Pakistan is a religious country. This paper discussed how women entrepreneurs integrate their spiritual beliefs in taking decisions during their entrepreneurial journey. The role of this paper in my thesis is that the presence of strong religious values in Pakistan have a dominant influence on women entrepreneurs. It is highly important to study the role of their spiritual beliefs that steers many of their entrepreneurial decisions. The analysis shows that entrepreneurs have incorporated their spiritual beliefs in their business operation and functions. The three aggregate dimensions arise during the analysis are: discerning spiritual beliefs, affirmation of spiritual beliefs and materializing beliefs into actions. Entrepreneurs have taken a systematic way of explaining the presence of their beliefs, the justification of them and how they materialize them into day to day actions. Entrepreneurs have shown a trust in spiritual beliefs from their lifelong experience. This paper suggests that a mindset to benefit humanity is common amongst all the women entrepreneurs

who share their spiritual beliefs. A spiritual orientation is present in choosing the idea of the business till its growth and development phase.

- **Chapter:7**

Rashid, S. and Ratten, V. (2020), “Coherent entrepreneurial ecosystem: spurring subsistence entrepreneurship at bottom of the pyramid”, *Entrepreneurship & Regional Development* (under review)

In this paper, the coherence of different domains of entrepreneurial ecosystems have been explored, working in favour of subsistence entrepreneurs in Pakistan. Subsistence entrepreneurs operate with very limited resources and capital. The major elements of an entrepreneurial ecosystem in Pakistan are not favourable for subsistence entrepreneurs. This paper explores what parts of the ecosystem is supporting subsistence entrepreneurs in order to survive at the bottom of the pyramid. The role of this paper in my thesis is that there are limited grants and funds to support women entrepreneurs in Pakistan. These findings meant that government help often never gets passed to subsistence entrepreneurs. This study explores that how subsistence entrepreneurs have created their own support system that works in coherence and provide them a favourable situation to run and grow their businesses to improve their life situations. The analysis shows that subsistence entrepreneurs share their common knowledge schemas amongst their community to help each other. The available resources have been used to their maximum capacity with the help of a support group comprising other subsistence entrepreneurs operating in their community. The coherent domains of an entrepreneurial ecosystem working in favour of subsistence entrepreneurs are support groups, culture, and human capital. This paper suggests that subsistence

entrepreneurs have maximized the outcome of their tangible and intangible resources. The community has lot of potential but in the absence of external help, they are growing with each other's help.

- **Chapter:8**

Rashid, S. and Ratten, V. (2020), "Entrepreneurial Ecosystems during COVID 19: The Survival of Small Businesses Using Dynamic Capabilities", *World Journal of Entrepreneurship, Management and Sustainable Development* (Accepted) (Acceptance letter attached in appendix K)

This paper explores the effects of the world health pandemic, COVID-19. This paper adopts a lens of dynamic capability theory to explore how small businesses in Pakistan are trying to survive in times of health pandemic i.e. coronavirus. COVID-19 has affected all economies in the world. The impact of this health pandemic has felt at global level. Small businesses are always vulnerable to crisis as they do not possess a financial cushion to survive the crisis. The role of this paper in my thesis is to explore how women entrepreneurs are trying to survive in times of COVID-19. The analysis shows that small businesses have opted for innovative ways to cater to the new situation. Agile business models and effectual business functions have been introduced to deal with the emergent crisis. Women entrepreneurs have highlighted how they have sensed the challenges for the near future and how they have seized their limited resources and capital to survive this time. Many small businesses have transformed their business with different business models. The role of technology has been maximized to transform the capabilities for maximum customer outreach. Many business functions have been discontinued due to physical social distancing rules. Unprecedented crises need

unprecedented decisions. Small business owners have highlighted their struggles and challenges and how they have come up to deal this pandemic.

- **Chapter:9**

Contributions and Implications

Chapter 9 brings the thesis to an end. Through an integrated framework that is discussed this study reflects the theoretical, policy and practical implications of the study. It discusses the future research needed in the area of women entrepreneurship. This chapter summarizes the findings of each research question and visually presents an integrated framework by following the process of Gioia methodology (Gioia, Corley & Hamilton 2013). The interpretation of empirical material has resulted in the generation of a framework. The dynamic capabilities used by women entrepreneurs have provided a multiple layer of entrepreneurial facets that help them to innovate and survive in the market of Pakistan. The framework captures the aggregate dimensions of business, digital and humane dynamic capabilities used by women entrepreneurs in Pakistan. Women entrepreneurs have demonstrated a rapid and flexible approach to deal with the continuously changing environment. The modern-day challenges of the digital economy have been addressed and summarized in this chapter. This chapter further presents the contribution of this thesis towards theory development of humane and artisan entrepreneurship. Some macro and micro level policies to support the entrepreneurial growth of women in Pakistan have also been discussed in this chapter.

Table 1.1: Overview of research papers included in thesis

	Book Chapter	Paper 1	Paper 2	Paper 3	Paper 4	Paper 5	Paper 6
Title	A systematic literature review on women entrepreneurship in emerging economies while reflecting specifically on SAARC countries	A dynamic capabilities approach for the survival of Pakistani family-owned business in the digital world	Commodifying skills for survival among artisan entrepreneurs in Pakistan.	A journey into humane entrepreneurship: from being to becoming	Spirituality and entrepreneurship: integration of spiritual beliefs in entrepreneurial journey	Coherent entrepreneurial ecosystem: spurring subsistence entrepreneurship at bottom of the pyramid	Entrepreneurial ecosystems during COVID-19: The survival of small businesses using dynamic capabilities
Research question	What are the themes and patterns present in existing literature on emerging economies and South Asian countries in particular?	How family owned businesses are using dynamic capabilities (Sensing, Seizing & Transforming) to compete in modern digital market?	How artisan entrepreneurs learn to commodify their creative skills into an entrepreneurial business?	How women entrepreneurs act a servant leader to encourage humane entrepreneurship culture in Pakistan?	How entrepreneurs in Pakistan integrate their spiritual beliefs in their entrepreneurial venture?	How coherent entrepreneurial ecosystems are helping subsistence entrepreneurs in Pakistan?	How small business entrepreneurs are using dynamic capabilities to survive and grow in entrepreneurial ecosystem affected by COVID-19?
Motivation of the study	Current literature shows a lack OF studies based on women entrepreneurship in emerging economies.	There is no qualitative study found studying dynamic capabilities approach to	The contextual nature of learning is critical in this study. Artisan entrepreneurs do not come from a	HumEnt culture is a novel concept. This paper attempts to examine the presence of HumEnt culture	Religion and spirituality can be studied separately. This paper will discuss the spiritual beliefs	Subsistence entrepreneurs work without the support of government and other institutions. This	COVID-19 has widely affected businesses worldwide. The role of entrepreneurs to support the

		study family businesses in Pakistan.	business mindset and background. Their challenges to turn their craft into a business is worthy of studying.	in businesses owned by women entrepreneurs.	of entrepreneurs who are living in a highly religious country.	paper will attempt to study the favourable domains of ecosystem supporting subsistence entrepreneurs in Pakistan.	economy cannot be neglected. This study attempts to study the impact of COVID-19 on small business entrepreneurs in Pakistan.
Conceptual/theoretical background	Systematic Literature Review using Gioia Method of analysis	Family owned businesses, Dynamic Capabilities Approach (Sensing, Seizing & Transforming)	Artisan entrepreneurship, Entrepreneurial learning	Humane entrepreneurship, Servant leadership, humanistic management	Spirituality, Spiritual beliefs, decision making	Entrepreneurial ecosystem, Transactive memory theory, Coherence	Entrepreneurial ecosystem, Dynamic capabilities, Crisis management
Contributions to the literature	Provides overall view of existing studies and issues discussed and studied in women entrepreneurship.	FOBs in Pakistan needs to craft a digital mind set for survival. Digital Phronesis will help them to stay in market. Making brand more human will lead to high chances of success.	Artisan entrepreneurs utilize every learning resources and experience coming in the journey of their entrepreneurial business. Scanning the environment before marketing their talent and creating demand by exposing the skill and craft to	Women entrepreneurs identify their businesses aligned with HumEnt culture by identifying two broad areas. Entrepreneurs developed caring ethos and find their responsibility to awaken the society.	In entrepreneurship, decision making is not hierarchical in nature. Hence it provides entrepreneurship an opportunity to practise their individual beliefs. The level of trust possessed by entrepreneurs in their beliefs have provided the	Subsistence entrepreneurs have developed a support group of other subsistence entrepreneurs working in the same geographic region. They have developed a system of sharing the knowledge schemas among the community. The flow of knowledge	Entrepreneurs have been considered as a lifeline to survive in any economical challenged times. COVID-19 has changed the ways of operating business. Small business entrepreneurs have introduced agile business

			the customers have helped them.		assurance of integrating them in business.	among these participants are perfectly synced with the objectives of their businesses.	models and effectual business function to survive and grow in this crisis.
Role in the thesis	This book chapter highlights all the existing literature present on women entrepreneurship in emerging economies, SAARC countries and Pakistan in specific.	This paper contributes by showing the challenges faced by FOBs in Pakistan and how they are competing with digital market using dynamic capabilities.	This paper contributes towards the different entrepreneurial learning activities utilized by artisan entrepreneurs in Pakistan. It shows how they have used their current personal and social capital to convert their skill and craft into a profitable business.	This paper contributes an empirical study towards a novel concept of HumEnt culture from an emerging economy perspective. This paper also presents a connection of spiritual power of women entrepreneurs in running their business.	This paper contributes to better understanding of how entrepreneurs incorporate their spiritual beliefs in business operating with the intention of bring positive outcomes for the business and for the society around them.	This paper contributes that knowledge is truly considered as an intangible asset in subsistence entrepreneurship. The knowledge sharing is done among the shared system of their community.	This paper contributes to the present need of time. Economic after effects of COVID-19 are still yet to come. However, this paper helps in understanding how small businesses in Pakistan are keeping their business doors open for the customers.

1.6 Conclusion

The aim of this research is to answer three primary research questions that revolve around the business, digital and humane dynamic capabilities of women entrepreneurs in Pakistan. The conceptualization of the underlying entrepreneurial facets for dynamic capabilities in Pakistan provides new insights on women entrepreneurship research. This research has implications for practice and future research. A practical implication of this thesis relates to the role of governmental and non-governmental institutions in Pakistan. Higher education institutions need to create more entrepreneurial awareness among students of all fields. Access to entrepreneurial opportunities ensures the importance of teaching students to be risk takers and pursuing their passion, which will facilitate more entrepreneurial activity in Pakistan. A future research agenda will be to implement the strategies presented in this thesis. Future research can provide more information about the implications of utilizing dynamic capabilities in other industries. Future research could investigate women entrepreneurs in different industries. The context always set a limitation for the research. More research could be done to gain a deeper understating on women entrepreneurs and how they use dynamic capabilities to survive in the challenging market of an emerging economy.

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Chapter 2. A systematic literature review on women entrepreneurship in emerging economies while reflecting specifically on SAARC countries

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2.1 Abstract

Women entrepreneurship is an emerging phenomenon of twenty-first century as the role of women in society has changed. Women are working hard to not only raise their living standard but also to support their families. A lot of work has been done in developed countries regarding women entrepreneurship, but it is also necessary to find out what are the issues women must face in emerging economies. The purpose of this study is to review the literature on women entrepreneurship in emerging economies especially SAARC countries in the last 23 years. This study will also critique the extant body of women entrepreneurship but from an emerging economy perspective. With the help of identified aggregate dimensions, future studies will be shaped. A systematic literature review (SLR) has been undertaken across 23 journals present on the database SCOPUS. The initial search shows a total of 180 articles on the topic of interest. After refining the articles, a total of 76 articles have been selected to perform the SLR. GIOIA methodology has been used to analyse the data of 76 articles. First-order concepts were collected directly from the articles. Second-order themes have been shaped on the basis of first-order concepts. Hence, aggregate

dimensions have been made to summarize and contextualize the whole analysis. Separate analysis has been done on emerging economies and for the SAARC countries. Within the 76 articles of emerging economies, articles were separated based on the countries of the SAARC Region. A total of 30 articles were obtained. Analysis has been conducted in order to study the context of South Asia in particular. This SLR finds that every region has its own social and cultural challenges that affect differently women entrepreneurs. The dynamics of developing countries are very different from developed countries. The key elements of the future research implications of this study call for more qualitative and quantitative research. This will help to provide more insights and a holistic view of the real stories and will help to understand the phenomena better. This chapter presents the SLR of women entrepreneurship in emerging economies by focusing on SAARC countries. This chapter only describes, analyses and critiques the existing literature found on the database SCOPUS. It also highlights the areas where there is a huge gap in the literature. Hence the topic of interest has been established as a worthy investigation in its own right. In the end, the SLR provides future research directions in studying the phenomena of women entrepreneurship in emerging economies.

Keywords: Emerging economies, literature review, SAARC countries, women entrepreneurship

2.2 Chapter overview

This chapter provides understandings about the status of literature on women entrepreneurship. More specifically, it will present the literature relevant to emerging economies, since little is known about the struggles and challenges of women in emerging countries. The aim of this chapter is to present the current literature on women entrepreneurship in relation to South Asian countries. This chapter comprises the material published as a book chapter during the Ph.D. candidature¹. However, there have been some changes made in the original version including an updating of the literature review to take into account recent references regarding women entrepreneurship in emerging economies.

This chapter follows a process of SLR to assess the literature on women entrepreneurship. This chapter is based on two SLRs. The chapter begins with the analysis of literature on women entrepreneurship in emerging economies found on Scopus. Later, it will narrow down its focus to South Asian Association for Regional Cooperation (SAARC) countries. The information about SAARC countries will be presented in the second part of this chapter. Pakistan is among one of the eight countries in SAARC. The analysis of literature on SAARC countries provides a clear vision of women entrepreneurship in South Asian culture. Since there are very few studies on Pakistan, hence this approach will help in exploring the phenomena in detail.

2.3 Introduction

Scholars have addressed and highlighted the importance of women entrepreneurship and have investigated the difficulties women face in their entrepreneurial career

¹ The book chapter literature review has been updated till 2020 (Authors' note).

(Cardella, Sanchez & Garcia 2020; Omeihe et al. 2019; Poggesi et al. 2020). Economic development in current knowledge-based economies has increased the demand for every working member of society to be part of the labour force. Scholars have reiterated the fact that the productivity of the country or any organization improves when it uses its maximum potential from both men and women (Amrita, Garg & Singh 2018; Roberts & Zulfiqar 2019; Zhu, Kara & Zhu 2019).

This study focuses on the literature of women entrepreneurship in emerging economies for the last 23 years. Many studies have been found analysing the phenomena of women entrepreneurship in developed countries (Cabrera & Mauricio 2017; Hughes et al. 2012; Setini et al. 2020). However, there are very few studies done on emerging economies. This research makes an effort to study the existing literature on women entrepreneurship in emerging economies. Many researchers, scholars and academicians have invested their intellectual efforts to study each emerging economy with its own socio-cultural factors (Bianco, Lombe & Bolis 2017; Braun 2010; Wu, Li & Zhang 2019). This research will focus on analysing the existing (published) literature for future insights.

This study is focused on exploring the trends and dimensions in women entrepreneurship. In order to support the exploration, it is important to position the existing literature around the same area to specify its knowledge domain. Since the majority of literature concentrates on issues in developed countries (Laudano et al. 2019), the author has narrowed down their attention by exploring the phenomenon of female entrepreneurship through the experiences of emerging economies as a superset and SAARC countries as a subset in the research.

The study of women entrepreneurship as a phenomena has started to initiate from the field of sociology. According to some scholars, women entrepreneurship lacks

theoretical support from a sociology perspective (Bruin, Brush & Welter 2007; Laudano et al. 2019). This is rather astonishing as entrepreneurship is described as a socially embedded phenomenon (Pantic 2014). Although, the economic theories of entrepreneurship have served well; a better explanation can be obtained by considering social and cultural factors. Describing entrepreneurship as a social phenomenon allows the research to borrow concepts such as social capital and social networking from sociology, which in turns provide interesting insights into the studies involving entrepreneurs (Thornton, Soriano & Urbano 2011).

2.3.1 Importance of entrepreneurship

Entrepreneurs are a key figure when it comes to the economic development of any country (Stuetzer et al. 2018). Entrepreneurship is considered as a developed and progressive idea for the modern competitive world (Reuber et al. 2018). Therefore, entrepreneurs are focusing on developing diverse opportunities for future generations (Linda & Maria 2019). It is very necessary for a human being to exploit their resources at an optimum level. Exploiting resources is one of the biggest challenges companies face in the contemporary economic world (Brush & Brush 2006).

The entrepreneurship concept originated at the start of the 18th century (Brush 1992). It emerges from the French word “Entreprendre”. The person who takes up the risk of enterprise is called an entrepreneur. Discovering new opportunities and maximizing those opportunities to improve the environment is called entrepreneurship (Danish & Smith 2012). Different scholars have put the meaning of entrepreneurship according to a specific context. In the following section, different viewpoints of entrepreneurship from various authors have been summarized.

Entrepreneurship is described as ‘the pursuit of opportunity beyond resources controlled’ (Afza & Rashid 2009, p. 250) it is not just funding towards the creation of

new venture but also focused on the growth of plans in hand (Afza & Rashid 2009). (Dress et al 1996, p. 59) stated that 'Entrepreneurship makes improvement for the social and technological growth of a particular country'.

Women, throughout the world, are working harder to earn their money. It is evident that women entrepreneurship is still an unexplored topic and needs further attention (Wennekers & Thurik 1999). Women are facing more challenges than their male counterparts, yet they are striving hard and undergo many paths before achieving success (Allen & Truman 1993). It is also seen that technological advancement and means of communication has changed a global community. This advancement will create new opportunities for women thus exploring their potential aptitudes (Brush et al. 2001).

Entrepreneurship among women is an equalizing factor against social and economic inequalities (Jennings & Brush 2013). Women owned business is believed to be rapidly growing entrepreneurial sector, and it is contributing towards economic and social growth through innovation, wealth creation, poverty reduction, stiffer competition, diversity of business, and utilization of untapped human capital (Brush et al. 2006; Urbano et al. 2019a). Despite promises of female entrepreneurship, significant gender differences still exist between male and female entrepreneurs. Women are believed to work in low growth sectors, and their business initiatives seldom grow beyond a certain limit due to financial constraints, work family life balance, role conflict, cultural and social stereotypes, and unsupportive institutional environment (Ahl 2006; Bosma 2013; Brush, Bruin & Welter 2009).

The literature illustrates that social, cultural and institutional context of any country influences the entrepreneurial activities of women (Achtenhagen & Tillmar 2013). Culture and tradition shape attitudes towards working women in society. These social

and cultural norms, sometime, become a barrier for female entrepreneurs. The situation gets worse when the effect of gender characterization and other social stereotypes associated with females also comes into the equation. Social norms force women to keep socio-cultural challenges in consideration before entering into a traditional job or starting a new business (Hyder & Lussier 2016). They work in occupations that are considered as socially acceptable for their gender. Female entrepreneurs are restricted to retail and personal service sectors which are operated from home (Dhaliwal 2000). As a consequence, women owned businesses mostly operate at a micro-enterprise level.

Despite these social and cultural pressures, women in the emerging economies are pushed to start their own business due to domestic necessities (Jennings & Brush 2013). Women in such countries turn towards entrepreneurship for survival, earning better health and education for children. Due to their struggle, the standard of living of their family gradually improves. Benefits of these entrepreneurial activities are not limited to only family members of entrepreneurs; rather, these women entrepreneurs are instrumental in poverty alleviation, unemployment reduction, and job creation (Jennings & Brush 2013). It has been argued in many studies that female entrepreneurs contribute towards the welfare of society through their entrepreneurial ventures (Bianco, Lombe & Bolis 2017; Datta & Gailey 2012; Franck 2012). Many social problems can be reduced significantly by providing greater opportunities to female entrepreneurs.

Although, researchers unanimously accept the importance of women entrepreneurs in producing social and economic changes, less is known about how women entrepreneurs achieve this remarkable feat (Botha, Nieman & Vuuren 2006; Roomi & Harrison 2010). Surprisingly, the extant literature on female entrepreneurship is silent

about this journey. This is because women entrepreneurship is still an understudied domain of entrepreneurship especially for emerging economies (Brush, Bruin & Welter 2009). Research has been found in developed countries where they study the phenomena of women entrepreneurship in detail (Elliott & Mavriplis 2020). However, the dynamics of emerging countries are completely different. Brush and Cooper (2012) note that research work on female entrepreneurship covers just 10% of the entire research study on the subject of entrepreneurship. Much of the theoretical frameworks in the literature of entrepreneurship have emerged from Western countries (Brush & Cooper 2012). Very little theoretical contribution has originated from developing countries. Research in emerging economies may contribute to the advancement of theory building in the literature of entrepreneurship (Poggesi et al. 2020).

According to Ahl (2006), research on female entrepreneurship has suffered due to a lack of new theoretical grounds. This is because researchers on the subject are still relying on an old concept, constructs and frameworks (Moses & Amalu 2010). Theory advancement in the field of entrepreneurship is rather stagnant, because of the inability to come up with new concept. This may be attributed to the inclination of the researchers to design and execute theory development by using traditional positivist research philosophy (Gioia, Corley & Hamilton 2013). Although, this approach has served in theory testing and developing parsimonious models, further theory development is not possible with it.

For instance, earlier entrepreneurship researchers have frequently used the classical venture creation model organised around three constructs i.e., market, money, and management. However, Brush, De Bruin, and Welter (2009) turned this 3M into a gender-aware framework by adding two more constructs, namely motherhood and

meso/macro factors. This 5M model is pursued religiously by researchers as they applied this framework to a different setting (Berger & Kuckertz 2016; Welsh et al. 2018). However, this 5M framework has focused more on the external factors and ignored a very important aspect i.e., “man”. The individual characteristics of the entrepreneurs considered highly pertinent are not present in this framework. To the best of our knowledge, no attempt has been made to either refine the 5M framework or propose a new framework for female entrepreneurs.

Earlier research on entrepreneurship appears to be more influenced by economics as more theoretical perspectives have been borrowed from economics (Bruin, Brush & Welter 2007; Heilbrunn, Asbeh & Nasra 2014). For example, the success of a business venture is usually determined on the basis of its profit, opportunity and growth. Consequently, early researchers have understandably given more importance to the financial measures of success (Gundry, Miriam & Posig 2002). But, lately there is a shift in the orientation of researchers as softer issues such as motivation for starting own business, and non-economic definitions of success are gaining more attention (Brush & Cooper 2012). It is well established that women are more likely to pursue entrepreneurial activities due to personal, family and social benefits. Researchers have started to acknowledge the contribution of women entrepreneurs towards the social well-being of their family and others (Laudano et al. 2019; Lin et al. 2018). The economic and financial measures of success are irrelevant to gauge effectiveness of women owned business because female entrepreneurs give more value to social goals. Defining entrepreneurship as a driver of social change urges the research to move away from economic logic (Cabrera & Mauricio 2017). In this time, it is more suitable to ask provocative questions regarding motivation for females to become entrepreneurs and associated social benefits from entrepreneurial activities.

Female entrepreneurs are those who both own and manage the business with the goal of generating profits (Pantic, 2014, p. 64). In recent years female entrepreneurship has gained attention in the light of diversity of business for the economic growth and development of the country (Nair 2019). This phenomenon not only bring employment creation in the country but also fulfills the self-achievement among the females and also contributes towards the multiplicity of entrepreneurship in the system (Adom & Yeboa 2016). Various empirical studies have stressed on the existence of gender gap in entrepreneurial activities (Lindholm Dahlstrand & Politis 2013).

Entrepreneurship is the process to expedite economic growth with the help of creativity planning and decision making. It is an innovative human act that helps to improve living standard and per capita income of the country (Tsuchiya 2010). Female workforce plays a significant role for the economic growth of any country. Females are involved in trade, commerce, household factories and agricultural activities. They are dedicated, courageous bold to take risk to establish their businesses. Although they face social pressures to efficiently manage their household activities equally still they are vigilant to work and become independent (Lin et al. 2018). A few decades ago it was hard to imagine females as an entrepreneur but now females are playing a remarkable role especially in the medium small enterprises to boost the economic and social progress of the country (Moghli & Abdallah 2019). Female entrepreneur's plays powerful role but still the rate of female entrepreneurs are less as compared to masculine entrepreneurs (Bianchi, Parisi & Salvatore 2016). In spite of various stereotypes of Asian culture they are proving to be successful entrepreneurs as well (Ebberts & Piper 2017).

Another additional feature is brand consciousness, our society is becoming brand conscious they like to wear brands even if the quality of local product is good, so without any marketing knowledge and strategy it is very difficult for female entrepreneurs to sell product in such conditions (Murphy, Trailer & Hill 1996). Obtaining loan from banks or funding institutes is also not an easy task for females as majority don't possess collateral on their names to pledge in banks so they have to work hard double to get loans from funding institutes as compared to males. A handful of females can attain loans which also raises questions on funding institutes so there is a need to regenerate the whole system (Maria, Raquel & Carlos 2020). Sometime the females face trouble because of taboo of divorce or single mother as well (Faisal, Jabeen & Katsioloudes 2017).

Financial matters and non-financial decisions may affect the success of business more significantly so conclusively he accentuate an important qualitative feature such as work life balance, dealings with stakeholders and customer satisfaction as significant for female entrepreneurs success (Lock & Lawton Smith 2016). According to one study, the social factors such as family support, motivation are prove to be great driven force for the success of female entrepreneurs whereas lack of training, required skills and education can bring hindrance in their way to success (Yousafzai, Saeed & Muffatto 2015). Finance and lack of training is the main hindrance of female entrepreneur's success (Kirkwood 2009). The psychological factors that affects female entrepreneurs and concludes that married females are more under stress as compared to unmarried females and the stress level of females lives in joint families is less because family members share their burden and hardships together (Hitt et al. 2011).

The main factors that influence female entrepreneurs, is dependency on families, less investment, high competition, less transportation facilities, misuse by middleman and lack of training and basic business skills (Lawton 2010). In one of the study on Somalia, it was discussed that in spite of increasing numbers of female population various factors such as easy access to funds, lack of skills and technology to promote their product, lack of family support become hurdle in their way to achieve success (Bastian & Sidani 2018).

2.3.2 Women entrepreneurship

Women entrepreneurship rose to prominence in 1970s (Berger & Kuckertz 2016) when researcher started to think “entrepreneurship is a gendered phenomenon” (Jennings & Brush 2013). The domain has come a long way since then. Okafor and Amalu (2012) have classified female entrepreneurs into three categories based on their motivation and underlying reason to start own businesses. The first category is recognized as ‘chance’, second as ‘forced’ and third as ‘created’ entrepreneurs. The first category ‘chance’ represents those entrepreneurs who start their business without any particular plan or goal. For these people, entrepreneurship is mere passage of time, since their businesses are originated from their hobbies. The second category ‘forced’ signifies those entrepreneurs who entered into entrepreneurship due to different circumstances (Rowen & Hisrich 1986). They are mostly pushed to start their business, and in most of the cases, their primary motivation is certain particular financial requirements. These circumstances may include the family facing some financial problems, death of spouse. The third category “created” symbolizes those entrepreneurs who are encouraged, motivated and inspired by some internal drive and passion (Pantic 2014). These women entrepreneurs want to attain some personal goals while making good money at the same time. Only a small proportion of women i.e.

one fifth are driven towards entrepreneurship by some pull factors (Das 2000). These pull factors include the need for achievement, to be their own boss, the desire to pursue something unique and valuable, and to be independent and capable of doing better for themselves as well as for the society.

Presently, the number of self-employed females is steadily increasing, but most female-owned enterprises are still operating in low value addition sectors (Pan 2015). These sectors demonstrate low growth in profitability and market share. Women owned business enterprises grow at a slower pace than their male counterparts (Morris et al. 2006). This is because women entrepreneurs face problems such as financing, management practice, growth strategies and entrepreneurial policies (Noguera, Alvarez & Urbano 2013). According to Sara & Peter (1998) new female entrepreneurs can experience problem in obtaining start-up capital, credit guarantee, capital for investment. On the contrary, men engage more in entrepreneurship due to better access to capital (Brush & Cooper 2012). Unlike men, women are believed to be motivated by non-economic goals and spend more time in pursuing social goals (Berger & Kuckertz 2016; Pettersson 2012). Women are believed to have conservative attitude towards growth and their business plans focus on moderate expansion. It may be attributed to the “time constraints imposed by family responsibility (Poggesi et al. 2020).

Existing literature on female entrepreneurship focuses on individual, social and institutional factors (Mand et al. 2018; Panta & Thapa 2018). However, individual factors alone are not sufficient to fully describe entrepreneurship. Population ecologist claims that the macro-level variables have bearings on new enterprise formation (Yen Teoh 2014). Therefore, a more comprehensive definition of entrepreneurship should include social and contextual factors. This is more relevant for the study of

entrepreneurship in women since macro-level factors seek to explain (female) entrepreneurial venturing, growth and change by considering a generic set of broader impersonal institutions, including political, economic, historical, social, cultural and educational institutions (Birkner 2020).

Technological movement's as well change in business era explores opportunities for female to be a part of potential worker for their society and state by taking initiative of being an entrepreneur (Mahmood 2011). Therefore females are still facing many issues like finance, human resource challenge's, resistance from the family members, security, and insurance of the business for becoming a successful female entrepreneur (Dalborg, Friedrichs & Wincent 2012). Developing states have more existing phenomenon of female entrepreneur's where the conventionally higher birth rates overcome.

Literature revealed that the female's entrepreneurship as well the entrepreneurship is an encouraging phenomenon all over the world for overcoming the issues of economic challenges (Derera, Chitakunye & O'neill 2014; Gerard & Amelie 2017). Females are considered as a most important factor associated with the great contributor or a potential capital resource in the economic development of any state. Based on the importance of female entrepreneurship the programs and policies are needed to be established not just for the promotion of entrepreneurship but also the supportive culture for the elevation of female's entrepreneurship.

As women entrepreneurs face many difficulties in this so called male dominating society, which involve rule and regulation of government, accessibility of finance absence, technological information, facilities and infrastructure, assets that empowers their growth of business and efficiency (Roomi & Parrott 2008). In 2010, the researchers have exactly claimed the experience of women high restraints of

economic on their actions as compare to men (Irwin & Scott 2010). Another authors explains some aspects and reasons bounded women entrepreneurs abilities, and these factors should be identified that why business fails and take benefit of the opportunities accessible to them in the environment (Mwobobia 2012).

According to previous studies, these factors involve: financial management is poor, problems of liquidity, incompetence and inexperience management, records and books are non-existent or poor, problems of sales and marketing, unions difficulties, untrained staff, expert advice seek failure, business and social limited social networks, demands are low level in local economy, accessibility lack of finance, lack of skill and work experience, role models nonexistence (Gundry, Miriam & Posig 2002; Yousafzai, Saeed & Muffatto 2015). Women entrepreneurship other barriers are obstacles of cultural, less motivation, problems and high rates of crime throughout the instability of government employment and benefits (Mwobobia 2012; Roomi & Parrott 2008).

By nature, societies are endowed with changed surroundings, for the achievement success environmentally relevant forms of behavior must be adopted by the members of the society and different cultural values leads to these environmentally relevant patterns of behavior in different societies, for the creation of new business some of which influence to take the decision. So that, culture, as different social, political, economic circumstances or technological has significance for entrepreneurship behavior and economic (Thornton, Ribeiro-Soriano & Urbano 2011)

Many scholars discovered that entrepreneurship cultural factors have a lot of influence in different viewpoints (Derera, Chitakunye & O'neill 2014; Lawton 2010; Omeihe et al. 2019). In 2002 study their literature review, connect entrepreneurship and cultural into three huge research streams. Firstly, stream emphasizes on the effect

of culture on combined entrepreneurship actions like innovation nationally output or creates the new business. The second stream links the connection between the individual characteristics of entrepreneurs and national cultural. The third streams explore the effect on corporate entrepreneurship of national cultural. Therefore, when someone creates new the business under some specific cultural environment, businesses reflect that cultural environment, for instance characteristic such as expectations for growth in business and strategic orientation (Hayton, George & Zahra 2002).

The lack of Government incentives may affect the entrepreneurial activities. For entrepreneurial activities encouragement many counties have adopted new policy and rules for encourage collaborative activities (Bosma 2013). The involvement of government since bunch or links are restrained a necessity for innovation and creative actions as potential benefits for the country due to accelerated technology use. It is not only benefits for the organization but also increase the economy of the country (Singh & Belwal 2008). In many studies the authors argues that government are very interested aggregate the economic growth through economic action promotion, The support of government for Women entrepreneurs is not as obvious but they must emphasis on encouraging more of its women to participate (Khan 2020). In Europe, recently they have developed new policies to better support women entrepreneurship (Parker 2018).

2.3.3 Role of institutional factors on women entrepreneurship

North (1990), in his highly cited work, has differentiated between formal and informal institutes. While formal institutes regulate the business environment through rules, laws and procedures; the informal institutes are norm, behaviour, and code of conduct existing in a society and manifested as its culture (Noguera, Alvarez & Urbano

2013). A person's attitude towards entrepreneurship is shaped by the social and cultural norms. Kostova (1997) has proposed a three-dimensional framework to explain institutional profile of a country. These three dimensions include: regulatory dimension, cognitive dimension, and normative dimension (Kostova 1997). Among these, the normative dimension consists of value system of the country which affects the business activities. (Busenitz, Gomez and Spencer 2000, p. 999) describe that 'the normative dimension measures the degree to which a country's residents admire entrepreneurial activity and value creative and innovative thinking.' These informal institutes have significant impact on the business environment of a county as they can encourage or discourage entrepreneurial initiatives (Busenitz, Gomez & Spencer 2000). Likewise, these cultural norms also decide whether women are allowed to take part in the economic activities or otherwise. These informal institutions constraint economic activities of females by imposing restriction on mobility of resources and bargaining power (Kostova 1997).

Research suggests that a considerable difference exists between entrepreneurial orientation of males and females (Dalborg, Friedrichs & Wincent 2012). Liberal feminist theorists have explained this difference from the lens of gender (Lawton 2010). They differentiate sex from gender. People are born with a particular sex, and it is described in terms of genes, biology, and physiology. On the other hand, gender is defined by social and cultural means. A norm is defined as 'a given social setting to the extent that individuals usually act in a certain way and are often punished when seen not to be acting in this way' (Bianco, Lombe & Bolis 2017, p. 342). The social and cultural norms categorize the choice of careers as masculine or feminine. Gender Role Theory developed by Eagly (1987) postulates that the cultural and social norms rather than biological predispositions define socially acceptable behaviours. For

example, the characteristic of family are rooted in the culture and social norms of the society (Berger & Kuckertz 2016). Society believes that males are responsible for financially supporting their families while women are charged with caring for family, children and other dependents. This role segregation declares that males are ideal gender to start and run a business (Eagly 1997). This is supported by the fact that entrepreneurship literature is dominated by masculine features (Lockyer & George 2012). Entrepreneurship roles are connected with masculine traits such as bold, aggressiveness, risk taking, calculative etc (Rajput & Ali 2009). Female owned enterprises, on the other hand, exhibit feminised working pattern where care for social responsibility has same value as economic growth. Feminist theorists argue that gender is a social issue and women are unnecessarily at disadvantage due to particular social orientation (Jennings & Brush 2013). They also sort to end such constraints and obstacles and ensure equal playing ground for both men and women.

Just like men, many women become entrepreneur in order to attain financial independence. But traditional cultural and social roles mean that women are less likely to be engaged in entrepreneurial activities as compared to men. The male dominated and patriarchal cultures have always considered females to be subordinate to males which thwart participation of women in business activities (Lin et al. 2018). Consequently, number of business startups by female considerably lags behind their male counterparts. While women are considered to be obligated for rearing children and caring for other dependents, men have no such responsibilities. But these domestic duties become difficult for women who have to work for longer hours and tight schedule in traditional job. Many women see their own business as a way reconcile their work and familial responsibilities, and earn a handsome earning for their family at the same time (Jennings & Brush 2013). Hence, starting own business

becomes a mean to balance between multiple gender roles (Jamali, Jhatial & Chang 2018).

Cultural norms also create stereotype about gender roles which limits the occupation chooses appropriate for both males and females. (Lippmann 1922, p. 82) defines stereotype as ‘simplistic and inaccurate as a result of socially transmitted rather than personal experience, resistant to change, imagination reality, the images in our head’. These gender stereotypes are pre-conceived and culminate in gender inequality which limits the social roles performed by females (Lippmann 1922). Career choices for women are constrained by the social and cultural situation as these informal institutional pillars and normative factors dictate which career prospects and business activities are permissible to a given gender .Working women face different career path due to stereotypical because gendered social roles are not only descriptive but prescriptive as well (Sengupta, Sahay & Croce 2018a). As a result of these gender-based role stereotypes, men are considered to be suitable for higher level managerial jobs while female are labeled to be more suitable for secretarial jobs (Tlaiss 2014). Since, entrepreneurship is regarded to be males dominated field women are discouraged to become entrepreneurs (Ahl 2006). Such stereotypes ascertain that activities of women entrepreneurs are considered to be in contradiction with the roles assigned by the society (Poggesi et al. 2020).

The institutional profile and business environment of a country has profound effect on the entrepreneurial initiatives. These institutions establish the rule of the game (North, 1990) which shapes the intentions of entrepreneur (Gimenez & Calabra 2018). Institutions are beneficial in reducing transaction cost of conducting business through promoting relationship between different actors (Noguera, Alvarez & Urbano 2013).A supportive institutional profile of a country may foster creation of new ventures by

women. On the other hand, a shaky, unstable and non-conducive institutional profile can have negative effect on the self-efficacy, hope, optimism, and resilience of potential entrepreneurs. Resultantly, they are far behind the males in obtaining independence as entrepreneur.

Formal institutions are shaped by informal one. Entrepreneurial opportunities can be created by the formal institutions; while the perceptions related with these opportunities are strongly influenced by informal institutions. Formal institutions affect the types of businesses in which women may engage (Welter, Smallbone & Pobol 2015). Women around the world are prone to discriminatory practices from the government institutions and regulatory bodies. Women have to face different prejudice due to their gender. This limits the establishment and growth of women enterprises. Radical feminists have raised voice against these discriminations. They are vocal in removing the institutional barriers and provide equal rights to both male and females (Chinta, Andall & Best 2017).

2.3.4 Push-Pull theory of entrepreneurship

Dominant literature of women entrepreneurs depicted that women poses various constraints and challenges related to entrepreneurial activities like lack of access to finance, prevailing performance of under-performance, work-life conflict, fear of failure and especially socio-cultural issues (Aggestam & Kristoferson 2017; Bogren et al. 2013). But along with the challenges, push and pull models are the motivational factors for the women entrepreneurs (Danish & Smith 2012).

Push factors are extrinsic in nature that includes insufficient family income, dissatisfaction with salaried job, difficulty in finding work and a need for flexible work schedule, while pull factors are intrinsic in nature like need for achievement,

autonomy/ independence, desire to do something, social recognition and status and to gain freedom and control (Cabrera & Mauricio 2017).

Women entrepreneurs' motivations are empirically connected with different factors. These factors classification varies from different authors mind set. For example, in (Tyszka et al. 2011) categorized in different factors like personal characteristics, factors in environment and circumstances in Life-path. Push and pull factors are classified by (Segal, Borgia & Schoenfeld 2005); (Moses, Olokundun & Mosunmola 2014); (Jamali, Jhatial & Chang 2018). Their research results exposed that a lot of women are motivated into the business and fall into push factors. These push factors include dissatisfaction, frustration; pervious jobs are tedium, not satisfied under supervision work and frustration. These researchers also identified pull factors involves; family security and education, self-sufficiency and freedom (Ahl & Marlow 2012; Moghli & Abdallah 2019). In 2016, the author debate on pull and push factor, they further contain desire to personal goals achievement, to be valued, endurance, pressure peer, social recognition desire, to deal with favoritism in gender and face loss of job in career (Moustafa & Santos 2016).

In 2000, women entrepreneur's motivation and self-efficacy are revealed like entrepreneur's background, the entrepreneur's personality or entrepreneur's environment (Parboteeah 2000). Another author further categorized factors as contextual and personal element. Personal elements involve; experience of the entrepreneur's, abilities and characteristics on personality. On the other words elements involve economic, political and social variables like markets change, deregulation of government and displacement (Segal, Borgia & Schoenfeld 2005); (Moses & Amalu 2010). After two years authors further classified these factors of

women entrepreneurs' motivation into personal characteristics like enterprise types, process entrepreneurial and surroundings (Alam, Jani & Omar 2011).

Pull factors that encourages and motivate female entrepreneurs to take up ownership, whereas push factors that create hindrance in the way of female entrepreneurs business venture to achieve success. Pull factors are the health conditions that trigger female entrepreneur to work for her medicated condition. Her self-belief and dedication towards to be entrepreneur and push factors are non-cooperative behavior of family, husband pressure not to work, finance arrangement for the business. These push and pull factors affecting female entrepreneurs significantly, push factors are the challenges for her and pull factors are the motivators for her to achieve success mantra, her empowerment being the female entrepreneur.

2.3.5 Spill over social benefits for women entrepreneurship

Entrepreneurship as Social factors revealed very common literatures related to social networks and capital. Social capital is concept of questionably most fruitful “exports” to further social sciences from sociology (Burt 2000). Social capital is origin term that recognized by tow famous persons (Akhter & Sumi 2014), established the economic conception and individualistic. Social capital well-defined as virtual resources and tangibles which assist the accomplishment of goals of the actors and through social structure actors accrue. Valuable resource is the constitute relationship of networks, the entrepreneurial activity relative social capital theory can be found in literature of social networks (Casson & Giusta 2007).

A set of actors is defined as social networks in general terms like organizations and individuals and those actors' linkages between those set. When one can receive opportunities for usage human capital and financial through the relationship of Social networks – relationship in which owner didn't hold the property but members among

held jointly of a network. Many scholars illuminate numerous topics of SMEs and entrepreneurship in institutional approaches and also explain the difficulties in entrepreneurship due to problems of integrating analyses of the cultural and social factors (Aidis 2005a; Thornton, Soriano & Urbano 2011).

2.3.6 Gender aware framework for women entrepreneurship

Women entrepreneurship is recognized as an effective method to build entrepreneurial society by providing equal job opportunities based on values of gender equality and women empowerment (Datta & Gailey 2012). It is quite imperative tool to promote social and economic welfare of the nation as a trigger of social innovation phenomenon (Brush & Cooper 2012). The main strength of women entrepreneurship is to transform the society by breaking the male- dominant societal structure prevailing around us (Panda 2018). It will not only solve the social problem, it can also contribute as major poverty elevator to build economically superior country. Global Entrepreneurship Monitor (GEM) women's Report highlighted that in 2005-2017, around 163 million women were starting their own business in 73 economies all around the world (both developing and developed nations) in which 111 million women have already established businesses (Pantic 2014). The spectrum of their business growth varies from medium to high level in outperforming then men that upgrade the living standard, creating wealth, contributing in well-being of the nation and off course impacting the global economy businesses (Akter, Rahman & Radicic 2019). The above-mentioned facts draw our attention towards the significance and impact of women involvement in economic activities of the country, but unfortunately the situation of women in under developed or developing countries are quite miserable and awful due to societal and cultural norms and values (Barrett 2014).

2.3.7 Women entrepreneurship in emerging economies

The entrepreneurial process is same for both men and women throughout the world. But, in practice there is significant difference in the rate for men and women pursuing entrepreneurial activities. These differences are more prevalent in emerging economies. Societies in these regions have denied the women from being independent. The business environment of these countries is not supportive for female entrepreneurs in developing countries. In a study conducted by Aidis et al., (2007), females residing in different transitioning countries face different kind of obstacles. Various social, cultural, religious, educational and economic factors disproportionately favor men over women. All these impediments prevent women from realizing their potential. Women in these countries represent a large proportion of untapped potential of female entrepreneurs, which if properly nurtured, can take part in the economic development of their countries

Women entrepreneurship has become a rapidly growing phenomenon. It is observed as a emerging trend in all high, middle, and low-income countries. Female entrepreneurship has attracted increasing attention in recent years and for creating the importance of innovation in business as well as economic growth & development (Henry et al. 2017).

Women's roles in society, the workplace, and the home influence the choice of self-employment asserted in a research study for entrepreneurial competencies of women entrepreneurs in the perspective of business growth and economic development (Dhaliwal 2000). Women entrepreneur has found competence and passion naturally and they learn leadership skills by experience (Ebberts & Piper 2017). Personal traits like education, skills, knowledge, expertise, experience, attitude towards risk taking and many other socio-cultural factors affect the intensity of women entrepreneurship.

2.4 Systematic Literature Review - Methodology

This research employs a Systematic Literature Review approach. SLR has been marked its importance in the field of entrepreneurship research very well. It also helps to analyze the literature from all disciplines (Ameen & Willis 2016). SLR approach helps to present and study the existing published works and validate the knowledge in the field of research (Henry, Foss & Ahl 2016). SLR approach also enables the researcher to represent and study the literature in systematic, transparent and replicable manner (Merluzzi & Burt 2020). Proper guidelines have been set to study the different literature on women entrepreneurship in emerging economies. The data base used in this study is Scopus. It is considered as a largest abstract and citation database hub in various disciplines. Subject areas like science, engineering, business and management, the arts and humanities are included. Furthermore, Scopus database is recommended as a reliable source (Heilbrunn, Asbeh & Nasra 2014). Figure 2.1 presents the systematic process of conducting this literature review.

2.4.1 Data collection

Based on the traditional Systematic Literature Review process, a set of guidelines and criteria have been selected to analyse the existing literature. Several exclusion and inclusion criteria have been implemented to gather the related literature. Table 2.1 presents the inclusion and exclusion criteria used to initiate the search.

Table 2.1: Inclusion and exclusion criteria for research

Inclusion Criteria	Exclusion Criteria
Articles included are published from the following peer-reviewed journals: International Entrepreneurship & Management Journal, International Journal of Management Review, International Journal of Gender and	Studies involving the research on developed countries.

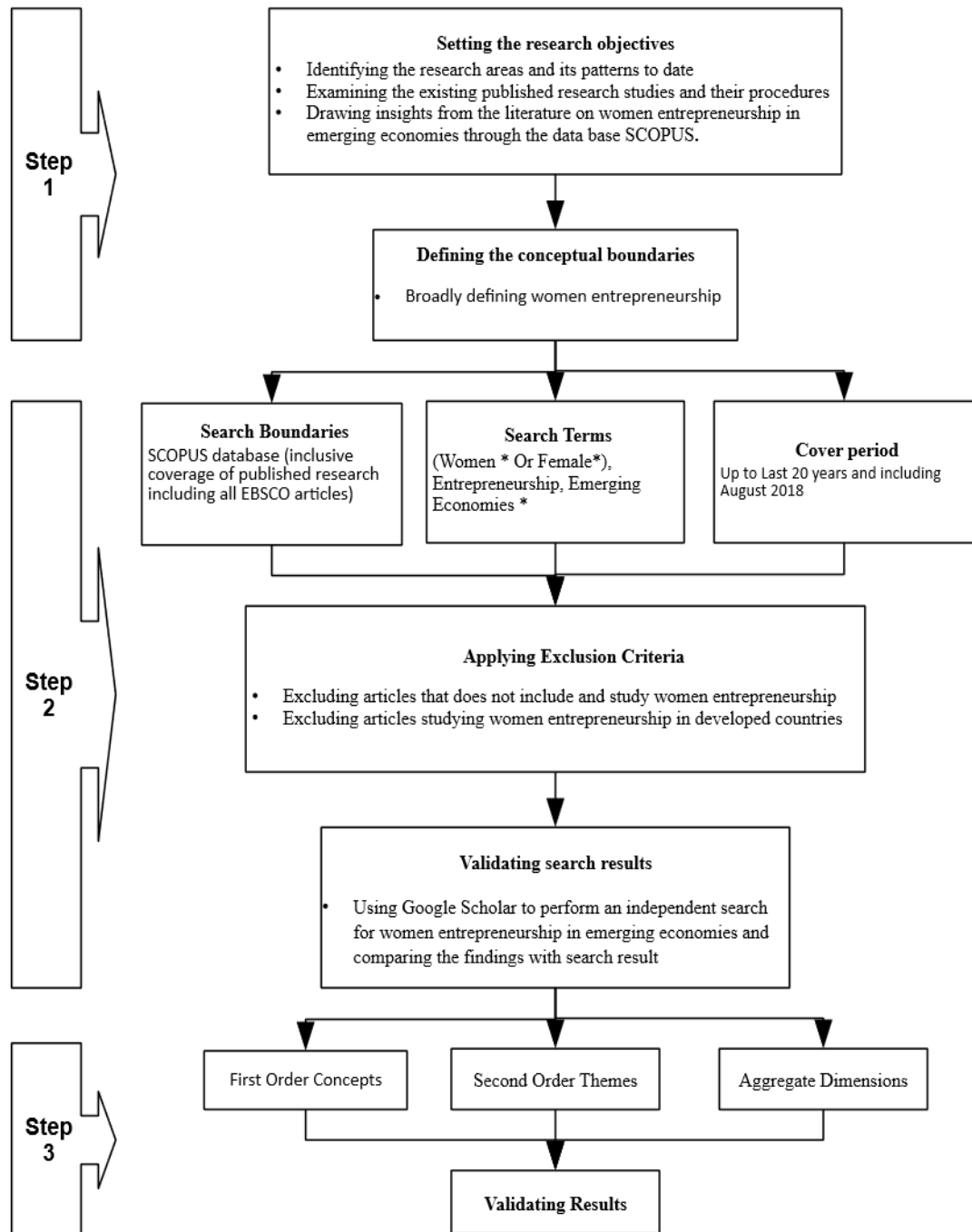
Entrepreneurship, Journal of Entrepreneurship in Emerging Economies, Journal of Entrepreneurship, Entrepreneurship Theory and Practice.	
Articles which focuses on Women Entrepreneurship in emerging economies as a main subject	Conference papers, working papers and technical papers are not included.
Papers included in this study are from 2006-2018	
All published articles included are peer-reviewed and scholarly published.	

The Scopus database have been searched for the journal papers with the keywords; women, female, gender, entrepreneurship, emerging economies². The selection of this data base is due to its wide coverage range of all journals. Initial search yielded 267 documents. After refining and eliminating the duplicate documents, 180 documents were sorted down.

All abstracts of 180 articles have been read by the author to narrow down the focus of our topic. Where the clarity was not visible from the abstract, the whole document was read by the author. This process helped to drill down the search to 76 articles. The remaining 76 articles were studied in detail to find out whether they contribute to the knowledge of women entrepreneurship in emerging economies. The full list of articles is not included in here due to space constraints and can be provided upon request. Following the guideline of Wilson et al. 2017, an independent search on Google Scholar was performed to eradicate the risk of rigidity and validity of research review process.

² The criteria of declaring the economies as emerging used in this study is based on the indicator of Boston Analytics (Boston Analytics - Pathways to identifying top performing Emerging Markets")

Figure 2.1: Overview of Systematic Literature review



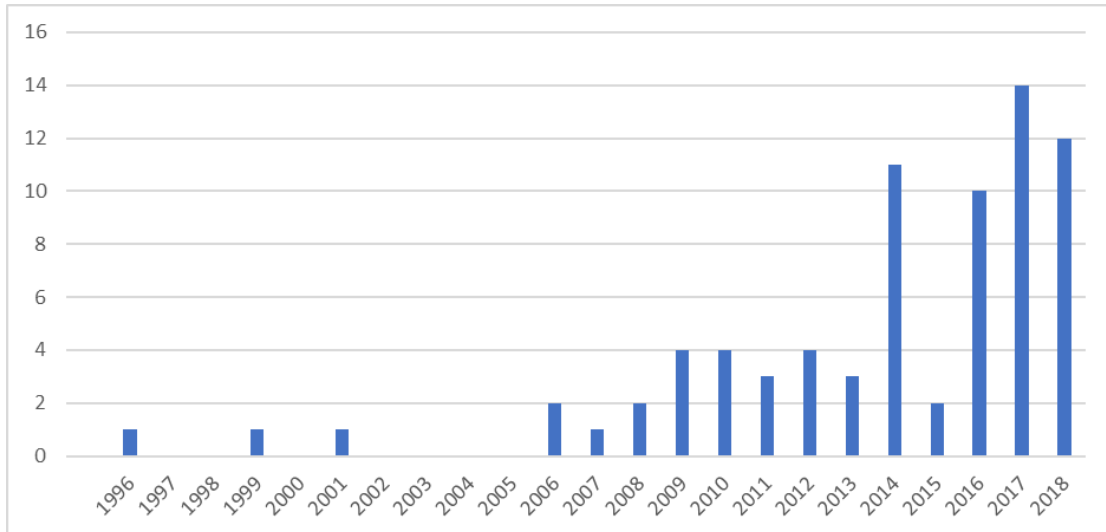
2.4.2 SLR Review results

1. Publications over time

All the 76 articles were sorted down by the year of their publishing. Figure 2.2 describes the number of articles per year for the last 23 years. The articles identified

in the search string in Scopus between January 1999 and August 2018 are distributed over time. The following figure helps us to look at the trends of literature in the study of women entrepreneurship in emerging economies.

Figure 2.2: *Number of articles per year*



2. Distribution of articles by journal

Although there were limited number of articles on our topic of interest, but there were many journals in which the multiple articles have been found on the specified topic. In addition to entrepreneurship journals, there were many journals of other discipline in which such studies have been found. Disciplines like management, decision sciences, education, sustainability, business ethics and gender studies has also published studies on our topic. The above categorized subject areas have been picked by the inbuilt literature analysis function of SCOPUS. Table 2.2 shows the number of articles found in the respective journals within the specified time.

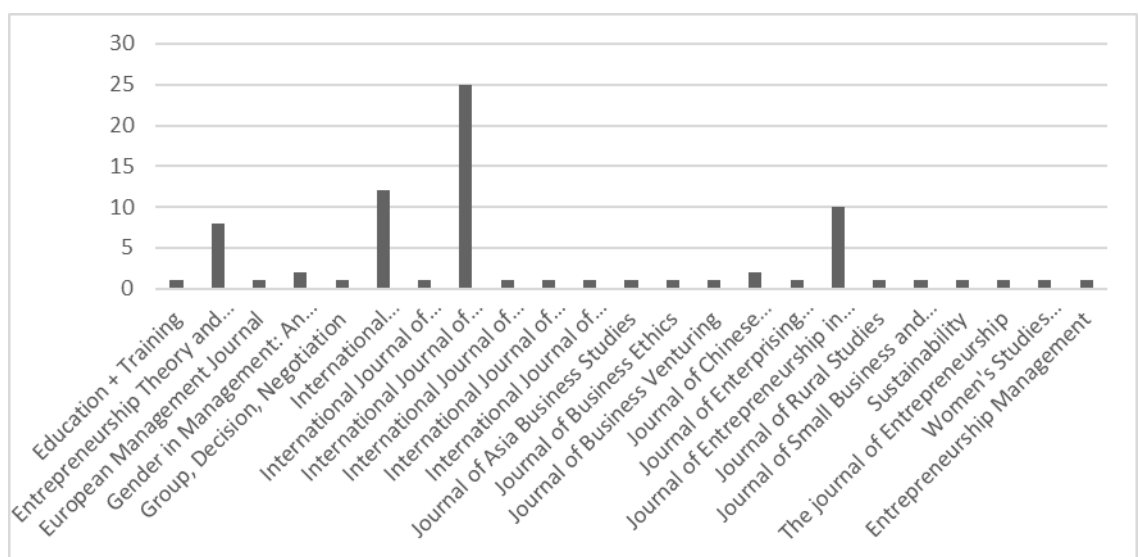
Table 2.2: *Number of articles per journals*

No.	Journal	No. of Articles
1	Education + Training	1
2	Entrepreneurship Theory and Practice	8

3	European Management Journal	1
4	Gender in Management: An International Journal	2
5	Group, Decision, Negotiation	1
6	International Entrepreneurship Management Journal	12
7	International Journal of Organizational Analysis	1
8	International Journal of Gender and Entrepreneurship	25
9	International Journal of Management Reviews	1
10	International Journal of Emerging Markets	1
11	International Journal of Entrepreneurial Behavior & Research	1
12	Journal of Asia Business Studies	1
13	Journal of Business Ethics	1
14	Journal of Business Venturing	1
15	Journal of Chinese Entrepreneurship	2
16	Journal of Enterprising Communities: People and Places in the Global Economy	1
17	Journal of Entrepreneurship in Emerging Economies	10
18	Journal of Rural Studies	1
19	Journal of Small Business and Enterprise Development	1
20	Sustainability	1
21	The journal of Entrepreneurship	1
22	Women's Studies International Forum	1
23	Entrepreneurship Management	1
	Total	76

Figure 2.3 shows the graphical illustration of articles per journal. The maximum number of studies found in International Journal of Gender and Entrepreneurship.

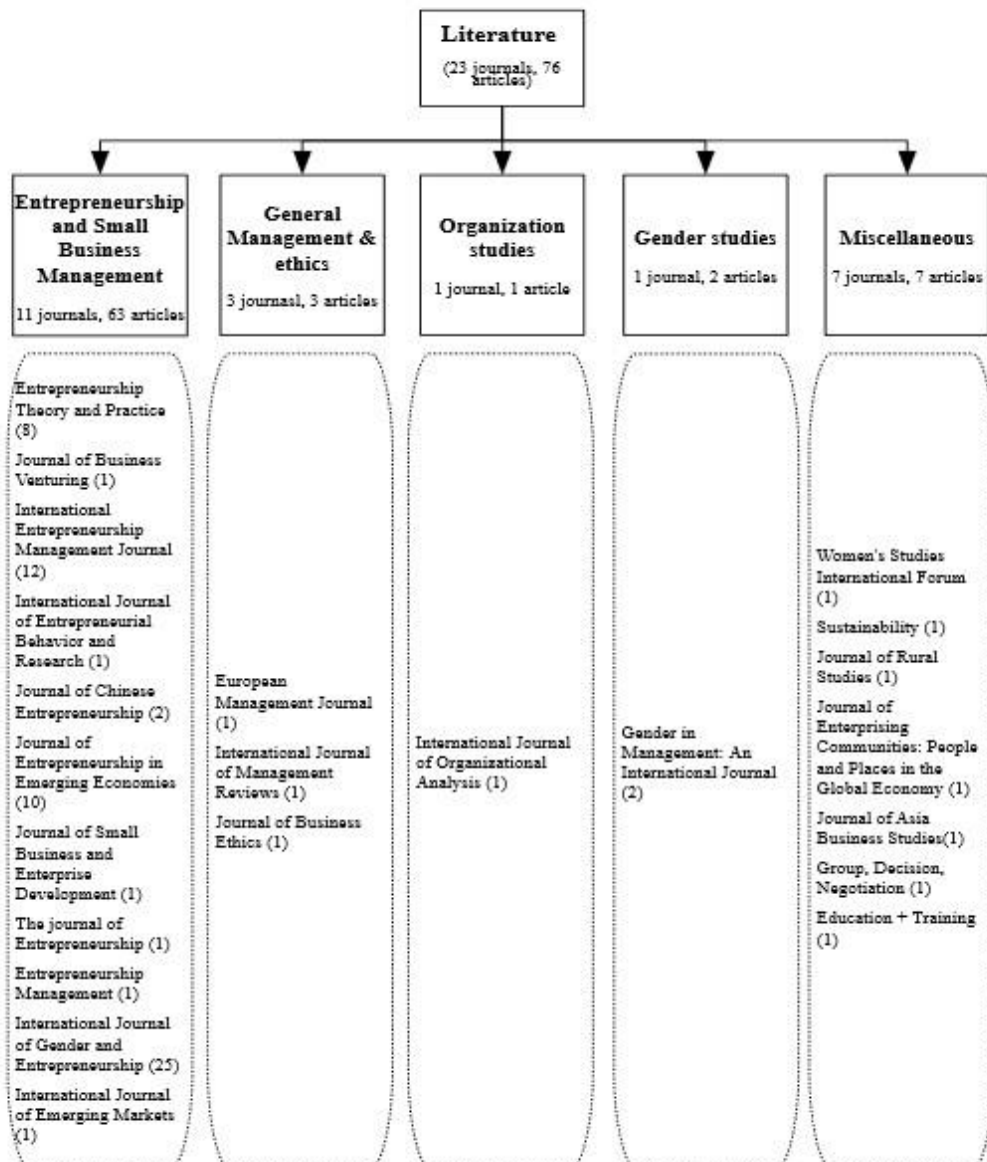
Figure 2.3: Graphical representation of articles per journal



3. Distribution by subject categories and associated journals

The review has been conducted on independent studies found during the search process. It allows the process to be more rigorous (Lawton 2010). Figure 2.4 provides the overview of journals in which articles are published and has been selected as a final sample. Within the same discipline, multiple studies have been found and located in the same branch of discipline in the following figure.

Figure 2.4: Distribution by discipline



2.4.3 Data analysis

The data analysis technique used in this research is Gioia methodology (Nag & Gioia 2012a). Gioia methodology is known for new concept development in the field of management sciences. Researchers focus not only on themes and patterns arising from the data but also the inter-relationship between the variables in the Gioia methodology research (Gioia, Corley & Hamilton 2013). Gioia methodology and the researchers who follow this method claim that this methodology is different from grounded theory model because it provides the relationship matrices among the variables. It helps to present inductive research in a more transparent manner. It has three level analysis.

The first order analysis helps to analyze the data set as a standalone entity. It helps the researcher to come up with similar patterns within the same data set. Researchers develop codes through open extracts using the words of articles and then group these into 1st order concepts through constant comparison between different extracts. The first order analysis is concerned with the analysis of data generate from the selected articles and their codes. The first order analysis is considered as a faithful representation of data from articles.

The second order analysis is an analysis of researcher on articles, Linkages between 1st order concepts are then sought through axial coding leading to second order themes situated at higher level of abstraction. The second order analysis is more focused on generating theoretical domain of the raw data. It helps the researcher to find out whether the phenomena to be studied is emerging from the themes or not (Gioia, Corley & Hamilton 2013).

Through further comparisons, researcher arrive at aggregate dimension level that serve to summarize the components of emerging conceptual model. At aggregate

dimension analysis level, it has been studied that whether the phenomena generating from themes has some theoretical underlying importance or not.

Data analysis has been divided in two following steps.

1. Identifying themes out of data set related to sub research questions
2. Coming up with aggregate dimensions to address the issue of main research question.
3. Development of decisional interventional framework

Articles have been studied and first order concepts were listed down. Table 2.3 is the presentation of small sample of Systematic Literature review evidence and the first order concepts emerged from them. The total number of articles during the study is 76 hence a small sample is given in table 2.3 due to space constraints.

Second order themes are based on first order concepts. Table 2.4 presents the emerging themes from the articles and the list of corresponding authors. Systematic Literature Review allows the author to acknowledge all the scholars who have contributed to the field of study. Table 2.4 is represented in a way that most of the authors of 76 articles should be acknowledged, meanwhile the related themes emerged from the respective first order concepts are also presented.

2.5 Findings and discussion

Entrepreneurs is defined as “One who creates a new business in the face of risk and uncertainty for the purpose of achieving profit and growth by identifying opportunities and assembling the necessary resources to capitalize on them” (Scarborough 2016).

Table 2.3: Summary of sample articles in this research

Author	Year of Publication	Research Question	Methodological Approach	Dependent Variable	Unit of Analysis	Sample	Country	First order concepts
Botha, Nieman, Vuuren	2006	Training needs of female entrepreneurs	Quantitative (Experimental Design)	Execution of Women Entrepreneurship Program	Female Entrepreneurs	180	South Africa	Women Entrepreneurship Program not only helped to the process of skills transfer but also motivated females to start their own business or if they have existing business, upgrade it to multiple businesses.
Derera, Chitakunye, O'Neill	2014	Gender specific barriers to start a new business	Mixed Method approach (Semi-structured interviews and survey)	N/A	Women Entrepreneurs	56	South Africa	Bank-Lending models to assist women entrepreneurs need urgent attention and should be revised.
Tlaiss	2014	Role of cultural values and barriers in entrepreneurial careers	Qualitative (in-depth interviews)		Women entrepreneurs	20	UAE	Cultural and contextual factors are one of the reason of low participation of women in entrepreneurship
Teoh, Chong	2014	Developmental issues for women entrepreneurs in Malaysia	Secondary sources (government documents)	N/A	Women entrepreneurs	N/A	Malaysia	HEI should promote the entrepreneurship policies in Malaysia. Gender gaps should be eliminated by considering the barriers of women in all developing countries including Malaysia.

Welsh, Kaciak, Trimi, Mainardes	2018	Using Resource Based View to identify the relationships between financial resources and firm performance with female startups?	Quantitative	Firm performance	Brazilian Women Entrepreneur	137	Brazil	It is important to provide assistance in loans and managerial skills to empower and encourage women for their startups.
Noguera, Alvarez, Urbano	2013	Analyzing main socio-cultural factors affecting women entrepreneurship in Catalonia using Institutional Theory.	Quantitative	Female and Male entrepreneurship	Global Entrepreneurship Monitor (GEM) interview data	2000	Catalonia	Fear of failure is affecting women entrepreneurship negatively. However, Perceived Capabilities is having positive effect on women entrepreneurship
Tsuchiya	2010	Identifying the issues relating to neighborhood social networks for female entrepreneurs	Quantitative	Female self-employment earnings	Taiwan Women and Family Survey (TWFS)	134	Taiwan	Female self-employed workers and entrepreneurs with high earnings are contributing more towards the organizational communities
Welter, Smallbone	2008	Studying the institutional framework to women entrepreneurship in Uzbekistan	Qualitative	N/A	Women and men entrepreneurs	260	Uzbekistan	External environment with institutional deficiencies are the hurdles in the development of productive entrepreneurship (men and women)
Xie, LV	2016	Exploring the relationship between the social networks of female	Quantitative	New venture performance	Female tech-entrepreneurs	316	China	Entrepreneurial alertness of female tech-entrepreneurs not only has a direct effect on new

		tech-entrepreneurs and new venture performance						venture performance, but also positively moderates the relationship between the social networks of female tech-entrepreneurs and new venture performance
Bianco, Lombe, Bolis	2017	Analyzing the relationship in women entrepreneurship and gender equality in Colombia	Qualitative	N/A	Women Entrepreneurs	19	Colombia	Old gender ideologies are deeply rooted in structural barriers that restrict women entrepreneurs to grow.
Heilbrunn, Abu-Asbeh, Nasra	2014	Studying the difficulties facing by women entrepreneurs in Israel	Quantitative	N/A	Women entrepreneurs	477	Israel	The socio-political affiliations and associations of the women entrepreneurs is imposing constraints on their economic activities
Pan	2015	Studying the relationship of secular Islamic feminist approach to women entrepreneurship in Turkey	Qualitative	N/A	Women owned organizations	2	Turkey	Islamic Feminist practices is helping to achieve gender equality thus empowering women to grow their entrepreneurial practices.
Modarresi, Arasti, Talebi, Farasatkah	2016	Exploring different factors increasing the motivation for women entrepreneurs in Iran	Qualitative	N/A	Iranian Female Home based Business owners/managers	20	Iran	Home based Business owners are motivating more by the intrinsic motivations
Nguyen, Frederick	2014	Studying the socio-cultural factors and	Qualitative	N/A	Female entrepreneurs and	12	Vietnam	Private sector is helping at a large scale with the

		government policies to support women entrepreneurship in Vietnam			non-entrepreneurs			support of government policies to grow the women entrepreneurial activity.
Lock, Smith	2016	Studying business environment and its favorability for women entrepreneurs in Kenya	Qualitative	N/A	Female entrepreneurs	27	Kenya	Micro financing should be alleviated to support women entrepreneurs
Danish, Smith	2012	Identifying the challenges faced by women in business in Saudi Arabia	Qualitative	N/A	Female entrepreneurs	40	Saudi Arabia	Small and Medium sized enterprises are growing regardless of the societal challenges and very less governmental support
Welsh, Kaciak, Memili, Minialai	2018	Examining the women owned firm's performance on two parameters, in Morocco and Turkey	Quantitative	Family financial support, family moral support, personal problems	Women entrepreneurs	116 in Morocco 147 in Turkey	Morocco and Turkey	Family financial support has a positive relation with firm's performance in Morocco while in Turkey family support has a more viable effect.
Anggadwita, Luturlean, Ramadani, Ratten	2017	Analyzing the impact of socio-cultural factors on the entrepreneurial activities of women entrepreneurs in Indonesia	Quantitative	Socio-cultural environments	Women entrepreneurs	210	Indonesia	Tolerance, mutual cooperation and cultural kinship are the most important socio-cultural factors helping women entrepreneurs in Indonesia.

Table 2.4: *List of articles and corresponding authors*

Second order themes	Authors
Family and social support	<ul style="list-style-type: none">• Dhaliwal (2000)• Brush et al (2009)• Tlaiss (2014)• Welsh et al (2018)• Welsh et al (2017)
Relationship building capability	<ul style="list-style-type: none">• Noguera et al (2013)• Amrita et al (2018)• Gimenez and Calabro (2017)• Anggadwita et al (2017)
Availability of funds	<ul style="list-style-type: none">• Rajput and Ali (2009)• Mahmood (2011)• Derea et al (2014)• Dutta and Banerjee (2018)• Franck (2012)• Nguyen and Frederick (2014)• Lock and Smith (2016)• Mand et al (2018)
Social media and networking	<ul style="list-style-type: none">• Mathew (2010)• Ameen and Willis (2016)• Brown (2011)• Modarresi et al (2016)• Tsuchiya (2010)
Improved standard of living	<ul style="list-style-type: none">• Afza and Rashid (2009)• Hossain et al 2009)• Bastian et al (2018)• Welter and Smallbone (2008)
Behavioral change	<ul style="list-style-type: none">• Ahl (2006)

	<ul style="list-style-type: none"> • Bianco et al (2017) • Pan (2015) • Rao (2014)
Leadership skills	<ul style="list-style-type: none"> • Adom and Yeboa (2016) • Huang et al (2012) • Botha et al (2006) • Raghuvanshi et al (2017) • Bhardwaj (2014) • Sengupta et al (2013)
Affirmative resistance	<ul style="list-style-type: none"> • Roomi and Harrison (2010) • Barrett (2014) • Das (1999) • Panda (2018) • Heilbrunn et al (2014) • Lenka and Agarwal (2018)
Self-efficacy	<ul style="list-style-type: none"> • Datta and Gailey (2012) • Teoh and Chong (2014) • Haq et al (2014) • Shukla et al (2018)

Entrepreneurship is a vision with which a woman/man explores and optimizes new horizons and creates economic freedom and economic empowerment among her fellow beings. Across the globe, women in every generation with diverse cultural background depict a sign of entrepreneurial spirit. Government has to provide an attitude and environment in which women feel comfortable to start new ventures and thus it will flourish to our economy and countries will lead to road to progress and employment level will be increased (Delmar & Davidsson 2000). It is estimated that over 200 million women are employed throughout different industries, with majority

of these women are in developing countries (Autio 2007). Entrepreneurship by definition focuses on controlling personal life (Gundry, Miriam & Posig 2002). Women are expected to cover more than half of the population of world and women empowerment is one the emerging phenomenon of modern era. This women empowerment is exactly the opportunity through which woman potential can be raised. However, society does not acknowledge and therefore majority of woman potential remains untapped. It can be a powerful resource in economic growth of every economy (Helms 1997). Women are not starting new ventures due to economic and social factors. Social, economic and financial factors influence women entrepreneurs skills in developing countries (Hisrich & Ayse Öztürk 1999). Gender equality can be seen in developed nations and this equality provides platforms for woman entrepreneurs' workforce to be motivated. However, entrepreneurs will face financial instability due to lack of experience. They also face issues while managing human resources. Females are facing more issues than males. Figure 2.5 presents the data structure followed by Gioia methodology.

Factors affecting women entrepreneurs

New horizons are opening in entrepreneur field and as a result traditional way of living standards are changing and a new paradigm is emerging that is development of new ventures that will change the modern landscape of this world. Market is becoming competitive and in order to survive new markets need to explore and since it cost high so multinational organizations tend to face challenging situations. It is easier for small & medium scale enterprises to startup new ventures with diversified products and services to satisfy the consumer needs by cutting costs at the same time (Delmar & Davidsson 2000). Women used to start new ventures due to two important

scenarios. They are willing to start their business due to their choice or they have needs that have motivated to start their own business. So we can say either ventures by females are started by choice or necessity (Schumpeter 2000).

Women entrepreneurs are working hard to raise their living standards.

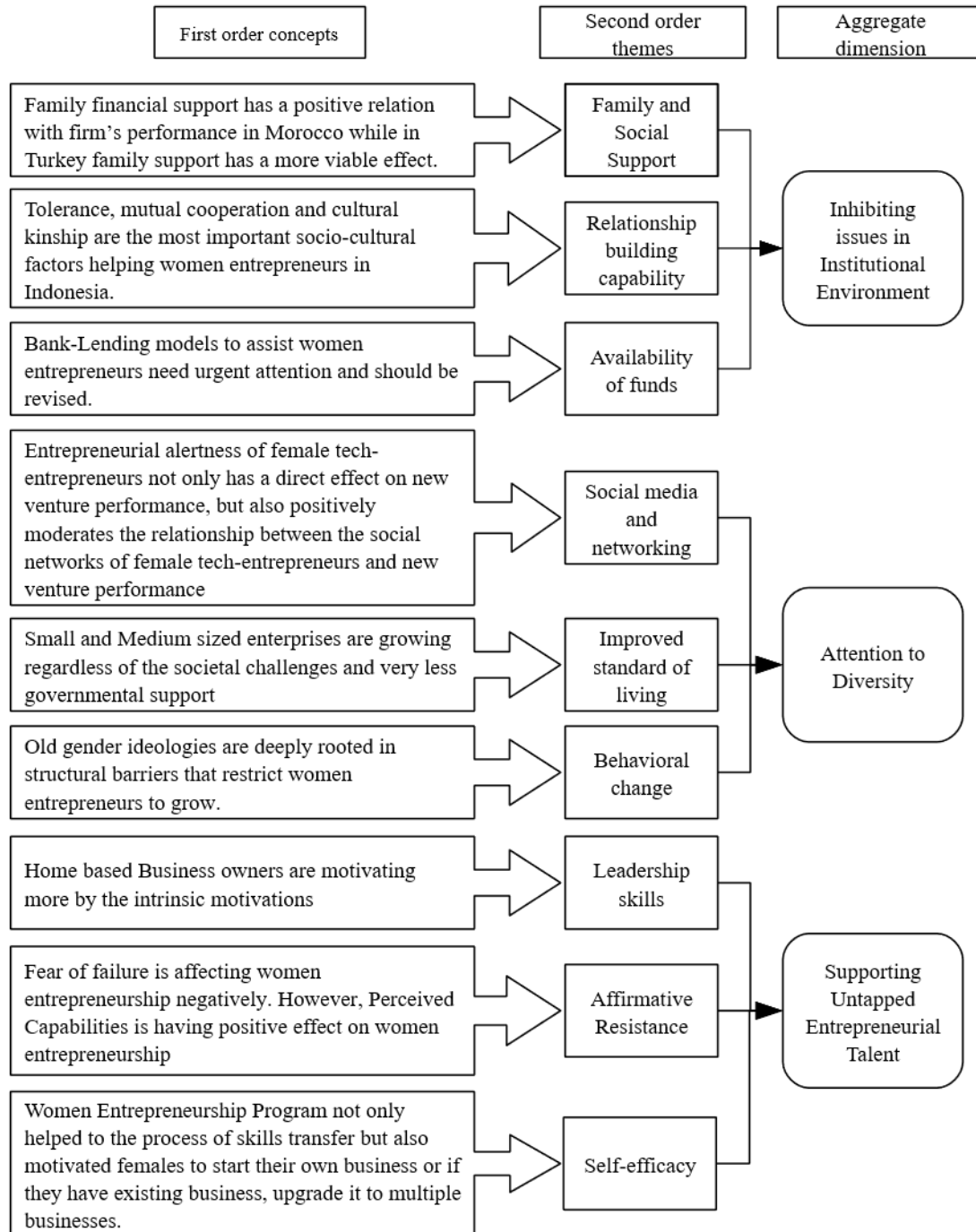
Inhibiting institutional environment

Supportive institutions are essential for boosting new business creation (Danish & Smith 2012). On the contrary, inhibiting institutions are counterproductive for the growth of new business ventures. Entrepreneur has to interact with local institutions and regulatory bodies. Entrepreneur is required to be cognizant about the influence of institutions and government policies (Mathew, 2010).

A considerable amount of literature illustrates the inability of women entrepreneurs to raise capital for establishment, running and growth of their business (Noguera, Alvarez & Urbano 2013). This lack of resource mobilization affects the business start-up. Consequently, either they have to delay the business start-up, or their business cannot prosper (Barreto 2010). Due to financial constraints, women owned business are characteristic by lower initial capital. Their lower debt and equity ratio means that they are forced to run their businesses in cheaper, low growth, and less profitable sectors (Hyder & Lussier 2016). Women don't have collateral to pledge for obtaining loan. To make things worse, there are susceptible to discriminatory practices of banks and loan lending bodies because of their personal assets, credit-worthiness, past credit record, and small size of business (Pan 2015). Resultantly, women are forced to raise the capital from informal sources (Ameen & Willis 2016).

Some of the themes emerged under this aggregate dimension have been discussed in the following section.

Figure 2.5: Data structure



1. Family and Social support

The patriarchal societies of developing countries present all but little opportunities to women (Poggesi et al. 2020) . The liberal and radical feminist theories postulate that these disadvantages are rooted in the masculine hegemony and male dominated social structure (Aggestam & Kristoferson 2017). It is impossible to think that a woman can survive in these societies on its own without the support of man. The social and cultural orientation dictates that woman will remain subjugate to man. They have no power to control their belongings. The situation becomes worse for widow, divorced, or orphans (Pettersson 2012). Even their own relatives stop helping them. Little attention is given to education of such orphan children. Cultural and social norms prevent girls from obtaining formal education (Derera, Chitakunye & O’neill 2014).

Entrepreneurship is not for males only, it is for both male and female gender. It will help women to not only raise their living standards but support their families in getting better education and this creating employment for themselves (Franck 2012). Women Education will help society as women will be able to confidently able to serve and discover new business avenues. It looks easy to demonstrate these things but reality is different due to geographical and demographical factors (Marlow 2002). In order to progress at social and economic level of any country women entrepreneurs plays a significant role. In one of the case of Indonesia, it has been discussed that for the success of women entrepreneurs, the support from the immediate surroundings (family) shows a positive relation to them (Anggadwita et al. 2017).

Family is also considered as most important institution of the society that shaped and modified the women career choices and decisions (Ameen & Willis 2016). Usually, collectivist culture of joint family system is prevailing in which decisions are determined and imposed by the male head of the family that can be father, brother, grandparents and husband (Heilbrunn & Asbah 2011). Therefore, throughout life

women are not given independence about her work-life choices or decisions that badly effects the women competencies and capabilities (Amrita, Garg & Singh 2018).

2. Relationship building capability

Entrepreneurship is a vision or an idea that a woman holds for the optimization as well exploration of the new jobs creation and economic development with their fellow beings. Delmar (2000) stated that globally, the women diverse generations showed an inspiring sign of the entrepreneurship soul and spirit. The concept of female entrepreneurship is not considered as a newly developed concept, but it might be hesitant for the females to initiate business because of the community, society as well family pressure in particular to the societies who are economically struggling (Modarresi et al. 2016). Many of the developed states are getting edge of the female empowerment because they provide them an equality-based platform by ignoring the gender perspective. The opportunity to make the business idea flourish needs support from all the ecosystem (Panda 2018). Hence, building good relations and receiving emotional, financial and physical support has shown accelerating effects on the business start-ups by women entrepreneurs.

3. Availability of funds

With the passage of time in various countries even the government and funding institutes conduct training to boost the females to start their own businesses (Haq et al. 2014).The emergence of female entrepreneurs depend largely on social, economic, cultural, psychological and political factors. For the developing nations it is highly needed to promote entrepreneurship and in addition female entrepreneurship to attain balanced economic growth (Xie & Lv 2016). As for most of the female's employment

is the remedy or solution to their social problems in the form of dowry, poverty, sense of inferiority complex and dependency on males and unemployment. Custom, society, attitudes play an important role for female to participate in an economic activity. As in Asian countries participation of females in working activities depends on various factors such as society, unemployment, poverty and divorce rate (Wu & Wu 2017). Due to scarcity of resources, knowledge and training females are not capable to utilize the resources at a fullest potential (Bastian & Sidani 2018).

Attention to diversity

Social media is a movement from 'static' sites towards more shared, intelligent and responsive web composition. Web-based social networking involves new online devices for distributing mixed media content, regularly in an assortment of configurations including content, video, sound, and pictures (Aggestam & Kristoferson 2017). It empowers communications to cross at least one stages or administrations through sharing connections and includes diverse levels of engagement by members who can read, react to and republish tremendous amounts of data unreservedly and effectively. Online networking members are shoppers of data who carry on in new ways, repurposing and sharing information as half and half makers and clients, independently and progressively in gatherings (Braun 2010). They find better approaches to merge them and progressively take part in shared substance creation. Information trade specialists should observe that these new computerized practices and apparatuses frequently seem together.

1. Social Media and networking

Presence on social media requires technological environment to take knowledge management resourcefulness, it's a process not just a decision (Ravichandran 2005). Women entrepreneurs, that are present on social media they interact with each other for better and deeper understanding. The users transformed from content writer actively through content readers passively with the use of social media in their lives (Ameen & Willis 2016). Four emerging social media services includes services blogging micro, services of social networking, mobile services awareness location and services forum discussion corporate (Banerjee, Chua & Kim 2017).

The emergence of Information and Communications Technology has enabled the women to startup their business and do all the marketing through social media. In many emerging countries, small business female owners have presented the fact that WhatsApp and Facebook have made huge contribution to their businesses. Services as micro blogging are used to enable women entrepreneurs to reach towards their customers with micro posts these services serve their customers to supply knowledge for customers about recent services/ products, marketing offering as well as service to customer (Gao et al. 2012). It supports the concept of design with customers which can also the example of marketing with customers (Faisal, Jabeen & Katsiolouides 2017). There should be interconnectedness between women entrepreneurs and customers. Dialogue and discussion between the entrepreneurs and customer are the essence of social networking services (Rosenkopf & Padula 2008). Social Networking Service facilitates women entrepreneurs to superior customers' preferences understanding and loyalty of customer. Locking Systems Management (LSM) helps organizations to manage location specific customer knowledge. LSM technique can be used for specific customers a specific location to upgrade them with new offerings and promotions available as specified branch and firm also tries about customers most

check in to that location (Chua & Banerjee 2013). With different geographical locations customer needs preferences difference and location wise customer data bases can be generated. Novel ideas can also come from the customers so CDS enables customers to express their needs, doubts, recommendations and purchase intentions (Maswera, Dawson & Edwards 2006)

2. Improved standard of living

Ewoh (2014) explained that the role of entrepreneurship is not just limited to the gender, but now in the developed states women power has turned up. They realized that for the survival of their families their own role being a potential worker is lies in working with men side by side. According to Scott (1986) entrepreneurship is like a progressive and growing idea for the business domain. It has been highlighted in one of the study that the entrepreneurship is not just to get importance for the sake of creation of a new business concept for globalization for women but it is also vital for the emerging of diverse opportunities rendering to the future benefits (Lewis 2017) . Large scale business leads for the challenging situations in all the domains consequently small and medium level business are fortified for the startup of new business walks with differentiation of goods and services to meet the need level of the customers (Delmar & Davidsson 2000).

3. Behavioral change

Henry et al. (2016) stated that the studies on female and male entrepreneurship are becoming the top emerging trend in current exploration studies. Goyal and Yadav (2014) reviewed the barriers associated with the development of women entrepreneurship and concluded that the developing states are facing educational

barriers as a major hindrance towards the progress of females entrepreneurship. Females efforts for accessing the money, social cultural prejudices as well as facing the low level of the self-esteem are the barriers associated with their development (Lockyer & George 2012). Added more the researcher contributing that these hindrances should be overcome to assist female entrepreneurship in developing states. One of the study in Malaysia shows that female entrepreneurship area is silent or limited within nation-wide restrictions and future exploration needs construction systems of networks across multinational borders (Yen Teoh 2014).

In developing nations, the unique challenge faced by female entrepreneurs is gender discrimination. As compared to their male counterparts they face more difficulties in commencing their business activities (Goyal & Yadav 2014). Researchers highlight that mobility and marketing ability is also the major hurdle faced by female entrepreneurs mostly females in small village areas depend on middle man because of unawareness of marketing conditions and unable to easily move from village to cities to market their products (Henry, Foss & Ahl 2016; Wu, Li & Zhang 2019). In result middleman fully exploit these entrepreneurs and they left with very small share of profit.

Supporting untapped Entrepreneurial talent

To study the transformation from necessity driven entrepreneurs to social entrepreneur, it is important to first understand the factors that trigger a woman to start her own business (Amrita, Garg & Singh 2018). There can be diverse reasons for women to become entrepreneurs (Itani, Sidani, & Baalbaki, 2009). Most of the factors included in this aggregated dimension contains second order themes which pertain to the social, cultural and economic context. These are important to understand “when,

how, and why entrepreneurship happens and who becomes involved” (Welter, 2011, p. 166).

Women in developing countries would love to give their services in education, social and household services such as domestic work. However the motivational level changes from industry to industry (Birley 1987). Now women are coming out from economic disparity and moving toward economic freedom thus leading to women empowerment. Her business activities will lead towards not only her success but also provide success to economic development (Gundry, Miriam & Posig 2002).

By analyzing the literature, few of the themes under this aggregate dimension will be discussed as follows.

1. Leadership skills

Women entrepreneurship is a social phenomenon that is recognized as untapped source to create jobs in the market by utilizing the substantial knowledge, competencies and capabilities of women (Bianco, Lombe & Bolis 2017). The expertise and skills of women specifically the leadership skills help them to grow and support other females in the societies. Women entrepreneurship is all about women empowerment and promotion of entrepreneurial initiatives by identifying the problems of others, exploiting opportunities and creating unique workable solutions for others to create the convenience in people’s lives. Women entrepreneurial decisions are dependent upon the socio-cultural factors that can be said as women career choices are influences and shaped by the context (Valliere & Peterson 2009). Here the term ‘context means ‘to make connection and relations that involves the surroundings associate with the social phenomenon of women empowerment (Rehan, Block & Fisch 2019). Dominant literature of subject matter identified that socio-

cultural factors and institutional environments are can be enabler or hurdles/constraint for new venture creation (Bergh & Ketchen 2011; Kostova 1997). According to one study, women who have leadership skills as a strong characteristic, they tend to encourage and support more females in their surroundings to become financially independent in developing countries (Cabrera, Martinez & Hernandez 2016).

2. Affirmative resistance

The desire to become entrepreneur is driven by desire for achievement and personal accomplishment, and monetary benefits may become less pertinent for women entrepreneurs (Rehan, Block & Fisch 2019). Independence and control are the most frequently cited factor among women entrepreneurs (Roomi, Rehman & Henry 2018). Different pull factors such as independence, autonomy, more income, and self-fulfillment push women to start their own business. Entrepreneurship is described as discovery, evaluation, exploitation, and pursuit of an economic opportunity (Orhan & Scott 2001). However, it is not synonymous with money making. In fact, entrepreneurship allows women to attain financial freedom, flexibility, recognition, and self-fulfillment (Datta & Gailey 2012). Women are seldom appreciated at traditional work, and their need for self-actualization is badly affected by the barrier in their professional advancement (Ameen & Willis 2016). In previous research work, a number of women entrepreneurs have mentioned ‘not being taken seriously’ as a motivating factor to become entrepreneur (Lock & Lawton Smith 2016). Glass ceiling, glass floor, and inability to reach top position in organization choke out their desire for achievement at traditional job. Furthermore, they realize that they can satisfy their need for achievement by starting their own enterprise. Women are cognizant of the fact that they are equal to men in rational capacity, and they can

excel at their own business. Entrepreneurship becomes a source for self-expression, self-realization, and self-fulfillment for women in Japan (Mason & Brown 2014).

3. Self-efficacy

Self-efficacy is built on abilities and skills on individuals. Many researcher noted, motivation in life by observed self-efficacy, not the objective ability, and believes and perceptions intensely shake our behaviors and also our affective states or both (Studdard, Dawson & Jackson 2013). Scholars continually stressed that self-efficacy as a vital aspect in defining women owned enterprises and person who have extraordinary self-efficacy to certain goals for the fulfillment and persist that goal (Thornton, Soriano & Urbano 2011).

There is strong relationship between career and self-efficacy through well-knowable literature of career theory, much research's not explained some exact options of career about entrepreneurship (BarNir, Watson & Hutchins 2011). To translate the passion, interest and ambition into reality, is the lifelong achievement for many women entrepreneurs. Self-efficacy is measure hardly used as result. Very little studies perceived that women entrepreneurs with increasing self-efficacy are contributing to the society at a larger level (Nguyen, Frederick & Nguyen 2014).

2.6 Women entrepreneurship in SAARC countries

The study has analyzed the emerging economies and the related articles up till now. Emerging economies being the super set of the population. The author has picked the subset of SAARC countries as a subset within the SLR process.

SAARC (South Asian Association for Regional Cooperation) is a group of eight countries in South Asia. All the countries in this region are emerging economies and

trying to make their mark on the map of whole world. Figure 2.6 shows the origin of the member countries of SAARC region.

The reason to study SAARC countries in particular is that there are very few studies found in South Asia. The member countries of SAARC region are presented in appendix 1. During the SLR process, it has been identified that there is a huge literature gap to study these emerging economies.

2.6.1 SAARC countries

Many emerging economies particularly in SAARC countries have a problem of higher birth rates as result females have to start new ventures. Laws and customs of developing countries focus and emphasize women to start new venture from their home (Manolova, Eunni & Gyoshev 2008). Since the income is very low so it is very difficult for families to provide best education and loving standard. They are unable to provide quality education, health and food. There are less training opportunities to women so that they carry their business in external environment. Subsequently, it is seen that women are not comfortable to work as an employee as employers are unable to make suitable workplace. Another issue for women while working is to care about family especially babies and employers are unable to provide suitable place for their babies. However, multinational companies are now providing facilities like baby-sitting that gives great importance to female employees (Abdullah & Muhammad 2008).

Figure 2.6: SAARC region (Source: <https://www.mapsofworld.com/saarc-member-countries.html>)



Since women are not comfortable and they are striving hard. It is seen that women in developing countries are creating environment for themselves so that they can easily start their new venture. It will help them to work according to their own will. It will also help them to take care of their children and their household responsibilities. They can work for few hours and earn more (Autio 2007). It is seen that families in third world countries are living a low standard of life. Fathers are working hard to overcome financial issues of families. They do not have time to work at home and take care of their children so responsibilities lie heavily on females. Consequently women feel better to start venture from home. Women enterprise is heavily dependent on women willingness to survive and growth (Brush et al. 2006).

2.7 Methodology

Studying women entrepreneurship in SAARC countries as a homogenous area of study is not possible. In order to analyze the existing literature on Women

entrepreneurship in SAARC countries, a systematic literature review has been conducted. After conducting the research for all emerging economies, the refining has been done to gather all the existing articles on the SAARC countries. Table 5 presents the number of articles found for each SAARC member country in the search from SCOPUS after conducting SLR for emerging economies. Figure 2.7 illustrates the trend of articles published for the respective countries of SAARC within last 23 years. Table 2.5 presents the evidence of SLR sample from SAARC countries.

Figure 2.7: Number of articles per country (graphical representation)

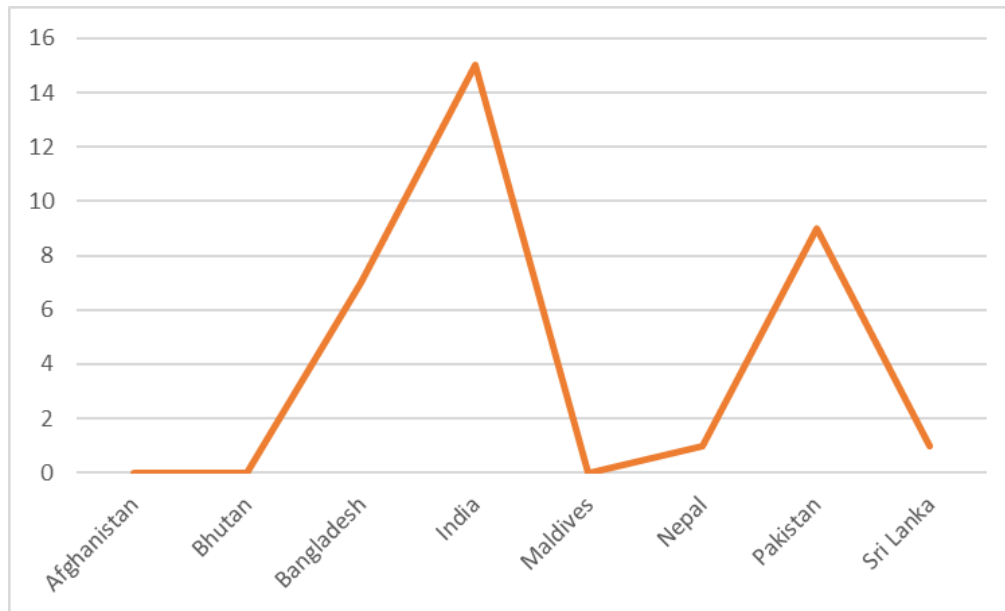


Table 2.5: Number of articles for SAARC countries

Countries	Number of articles
Afghanistan	0
Bhutan	0
Bangladesh	7
India	15
Maldives	0
Nepal	1
Pakistan	9
Sri Lanka	1
	30

GIOIA methodology is used to analyze the articles. First order concepts (actual quotes from the articles) have also presented in the table for the analysis. Table 2.6 shows the summary of selected papers for SAARC countries.

Table 2.6:Summary of sample papers for review

Author	Year of Publication	Research Question	Methodological Approach	Dependent Variable	Unit of Analysis	Sample	Country	First order concepts
Datta, Gailey	2012	Indian Women's empowerment and role in Social entrepreneurship	Qualitative (Case study)	N/A	Female Entrepreneurs	7	India	Women feel empowered by collective form of entrepreneurship, it provides them economic security and increase contribution by the family.
Hossain, Naser, Zaman, Nuseibeh	2009	Studying the factors influencing women development in Bangladesh	Mixed method	N/A	Bangladeshi Women	300	Bangladesh	Business development in women entrepreneurs is completely restricted to middle and upper-class women due to their financial independence.
Mahmood	2011	Studying the influence and impact of microfinance on women entrepreneurship in Pakistan	Qualitative	N/A	Women borrowers	37	Pakistan	More than 60% women borrowing loans from micro financing institutions are using it to start their business and becoming stable women entrepreneurs
Perera	2013	Studying the issues and barriers in the success of women entrepreneurs in Sri Lanka	Qualitative	N/A	Sri Lankan women entrepreneurs (SME)	14	Sri Lanka	Lack of government incentives, Labour scarcity, difficulty in providing collateral, access to low interest credit facilities, low access to advanced technology, sexual harassment, and involvement in traditional female type businesses, and the adoption of an "androgynous" leadership style are the key barriers in the success of women entrepreneurs.

	2018	Studying the benefits and challenges faced by women entrepreneurs along with the potential role of empowerment after the implementation of government programs.	Qualitative	N/A	Women tourism entrepreneurs in Nepal	10	Nepal	The need for capacity building programs that focuses on enhancing women's non-traditional roles, and wider programs to increase family/ community support to promote their participation in tourism as entrepreneurs is playing crucial role in their business.
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2.8 Findings and discussion

The articles analyzed in the context of South Asian Countries (SAARC) have provided different insights. Figure 2.8 presents the analysis conducted on the 30 articles of SAARC countries. First order concepts have been taken in their original form, from the articles. Second order themes have been shown in the above figure by analyzing the first order concepts. Following is the linkage of aggregate dimensions with their respective themes.

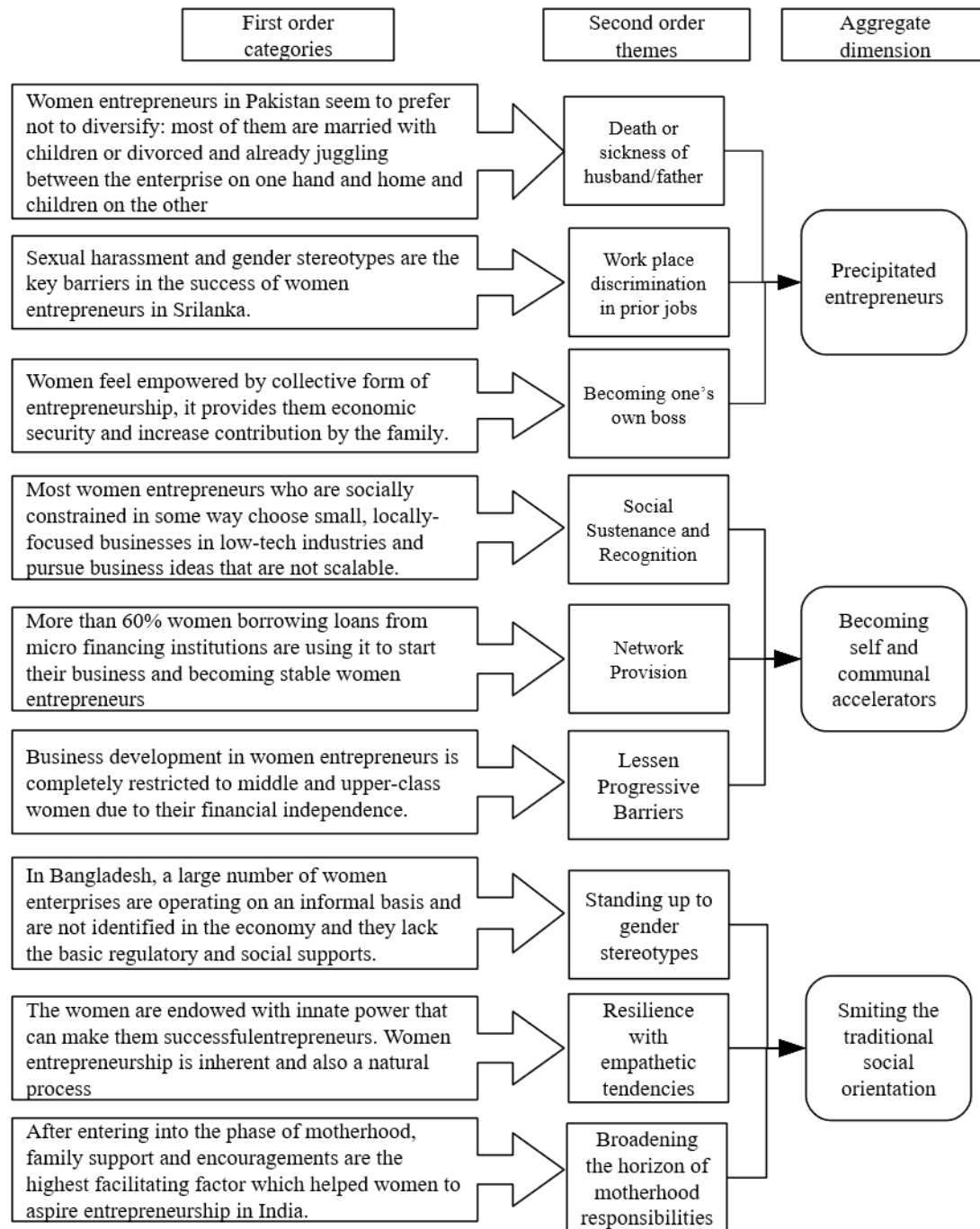
Precipitated entrepreneurs

Most of the scholars have argued that balance of work and family issues motivated the women entrepreneurs in South Asia. Positive relationship of a business venture with its contact networks reinforces the equity capital of women entrepreneurs. It is very difficult for females to obtain capital for the business in most of the literature found relating to SAARC countries. Access to the finance is the major difficulty for the females. Mostly females obtain finance from their families to start their business and their main motivating force is their family (Urbano et al. 2019a). But in some cases it is very difficult for females to let their families believe on their hard work and abilities so in such cases female entrepreneurs has no support from their families in term of finances (Roomi 2013).

They have to depend on money lenders for the finance and as a source of finance provider they are the part of their lives. These money lenders tend to exploit entrepreneurs by imposing heavy amount of interest rate as banks and financial institutes consider females as less risk taker (Roomi, Rehman & Henry 2018). Finally the poor economic base is also the big reason of less financial assistance for females.

As financial institutes consider small business unit as less credit worthiness, there procedures to provide loans are very difficult as well and sometimes the females as they belong to poor and middle class families cannot pledge anything for the loan (Das 2000).

Figure 2.8: Data structure for SAARC countries



1. Death or sickness of husband/father

Perera (2013) has stated that women entrepreneurs must have to design multiple strategies to cope up with the dual responsibilities of work, family and financial support. Moreover, literature suggest that the family life style in these areas shows the trend of men being the only financial supporter of the family. In cases where father or husband have been died, women have been found to step in to meet the needs of their families (Roomi & Parrott 2008). As the entrepreneurial activities provides benefits from the economic and social point of view, women have been emerged in a role of entrepreneurs. Entrepreneurship not only allows female entrepreneurs to demonstrate their potential but it also improves their standard of living (Chattopadhyay & Ghosh 2008) . Female entrepreneurs enjoy higher financial benefits and improved family well-being such as better food, health, and education for children (Jennings & Brush 2013). As the business of female entrepreneur grows, they start to become financially more independent. They become self-sufficient in bearing all the operational costs of their businesses and eventually start to help their spouse in meeting household (Lock & Lawton Smith 2016). Women's family responsibilities are one of the factors that force them from becoming up-and-coming entrepreneurs in both developed as well developing states. "Taking primary accountability for kids, household and elder reliant family members, only few females can dedicate all time and drives towards their business" (Stuetzer et al. 2018).

2. Workplace discrimination

This theme has subsumed two different sub-themes:

- sexual harassment,
- glass ceiling

Sexual harassment is omnipresent throughout the world as women in every country are exposed to it. Sexual harassment is any non-verbal, verbal or physical act which violates the dignity of female or creates a hostile, uncomfortable, and humiliating working environment (Levie et al. 2014). These counters working behaviors ranges from unethical jokes, abusive remarks and comments, social exclusion, degradation, humiliation, intimidation, and sexual advancement aimed at working women (McDonald et al. 2015). Sexual harassment is prevalent in organizations which are characterized by significant power difference between men and women (Hossain et al. 2009). Due to this power differential, men dominate women in organizational hierarchy, and consider themselves as controller of women's fate. Certain men take advantage of this self-perceived dominance, and demand unethical favours in exchange of some desired outcome such as promotion, bonus or pay increase (Frank 2012). If a woman attempts to resist such advance, she is threatened by dismissal, reducing work hours or other financial withdrawals (Kabir et al. 2014). Although, men take passing jokes for granted, they still cross the threshold hold of decency and become offensive for women.

Even if a female manager to burst through glass ceiling and rise to managerial positions, gender stereotypes regarding their natural abilities take over. Women managers are expressive, kind, and supportive, while their male counterparts are believed to be aggressive, autonomous, dominant, controlling, and self-reliant. Women are considered to be misfit for administrative roles as the gender characterization and stereotype lead people to think that they don't have the skills to become a good manager (Wijeyeratnam & Perera 2013). Female manager tends to be more emphatic and caring, and they attempt to run organization different. However, these are misunderstood by their subordinates who believe them to be incompetent

(Mand et al. 2018). Women are faced by dichotomy as highly communal female managers are misinterpreted as ineffective leader; whereas highly energetic females are not considered feminine enough (Murphy, Trailer & Hill 1996). These preconceived notions adversely affect their managerial potential, and their feminine characteristics are perceived to be at odd with leadership roles. They find no support from their peers and colleagues and become outcast and isolated in the organization (Panta & Thapa 2018). They are left on their own to dig out from this. These discriminatory practices based on stereotyping forced to leave the traditional jobs and enter into self-employment.

3. Becoming one's own boss

The first element responsible for the growth of women owned businesses is different perception related characteristics of the individual entrepreneur. Women in third world countries usually think bad about themselves and they consider themselves as low in self-confidence. A lot of work is done on women self-esteem (Cabrera & Mauricio 2017). Women's are feeling bad on work due to pressures by fellow colleagues and at the same time they feel that their expertise are worthless as nobody gives them value (Khan 2020). Women feel down due to male dominance despite feminism is prevailing by leaps and bounds. Their attitude changes a lot with respect to time. They can be caring and at the same time they can be aggressive (Orenstein 2013).

Becoming self and communal accelerators

During the SLR analysis, it has been observed by analyzing the number of studies done on different countries of SAARC region that the urge to do something for

themselves and giving back to the society is common. Following are the few themes which summarizes the different perspectives of being a self and communal accelerator for women entrepreneurs.

1. Social Sustenance and Recognition

Women becomes successful due to their social skills and knowledge they carry (Smith 2005). Women, having skills and knowledge can make better decision and create friendly environment for their employees (Rajput & Ali 2009). Now the focus shifts heavily on developing awareness and perception process which consequently points out the importance of local social norms (Littunen 2000).

Demand and supply create effective role in entrepreneurial environment. Since women are not socially independent so estimating demand and supply is very important issue for women entrepreneurs (Bianco, Lombe & Bolis 2017). However women are now working hard to grab market knowledge which will help them to make appropriate decisions regarding business (Orhan & Scott 2001). Above finding indicates that predefined policies need to be framed so that entrepreneurial activities will be flourished on continuous basis. The need to get recognized in a male dominated society is one of the key motivation for many women entrepreneurs.

2. Network provision

Literature on the financial availability for the women entrepreneurs are limited and not conclusive and research scholars have different opinion about it. As suggested by Minniti (2009) and Jamali (2009) that women entrepreneurs have to face a challenge to establish and run a business due to limited access and control over financial resources. Further they suggested that women entrepreneurs have less access than

man when we talk about financial resources. The most important obstacle a woman has to face is issue of managing and raising finance for their new ventures (Afza & Rashid 2009). It is observed in one of the study of Uttarakhand, India that policies regarding issuing loan to women is not as easy as it for males (Lenka & Agarwal 2017). Since most of the women are uneducated so it is difficult and time consuming procedures for capital generation due to number of reasons, as a result of which motivation level of women leads to lowest motivational level. It is need of an hour to provide opportunities for women to get loans easily (Mahmood, Hussain & Matlay 2014). Platforms should be provided to women so that they can easily obtained loans from banks and financial institutions. It encourages women entrepreneurs to startups new ventures. First Women Bank in Pakistan by the Government of Pakistan is one such great initiative towards developing & encouraging women entrepreneurship in Pakistan (Goheer 2002).

3. Lessen progressive barriers

Although women entrepreneurs are instrumental in poverty alleviation, unemployment reduction, and job creation, yet less is known about how entrepreneurship transforms a socially and economically deprived woman into financially independent person whose activities create spill over social and economic benefits (Mahmood 2011). Women tend to give more time and effort in pursuing non-financial goals such as personal enjoyment, helping others, and social contribution (Hughes et al. 2012). This is done through spillover benefits created as a result of economic activities of females. These benefits start from individual and then spread to family and ultimately to the entire society. Hence, women entrepreneurs are believed to be crucial for developing a prosperous society (Jennings & Brush 2013). This

nascent core dimension consisted of themes such as improved standard of living, benefit to family, role model for others, and social innovation. Family structure and social ties in both high and low income countries changes female entrepreneur behavior. Different cultural context may produce a different policy outcome (Starr & Yudkin 1996).

Presently, the number of self-employed females is steadily increasing, but most female-owned enterprises are still operating in low value addition sectors (Marlow 2002). These sectors demonstrate low growth in profitability and market share. Women owned business enterprises grow at a slower pace than their male counterparts . This is because women entrepreneurs face problems such as financing, management practice, growth strategies and entrepreneurial policies (Noguera, Alvarez & Urbano 2013). Unlike men, women are believed to be motivated by non-economic goals and spend more time in pursuing social (Berger & Kuckertz 2016). Women are believed to have conservative attitude towards growth and their business plans focus on moderate expansion. It may be attributed to the “time constraints imposed by family responsibility” (Poggesi et al. 2020).

Existing literature on female entrepreneurship focuses on individual, social and institutional factors (Asif & Ellahi 2016) . However, individual factors alone are not sufficient to fully describe entrepreneurship (Haq et al. 2014). Population ecologist claims that the macro-level variables have bearings on new enterprise formation (Chemin 2010). Therefore, a more comprehensive definition of entrepreneurship should include social and contextual factors. This is more relevant for the study of entrepreneurship in women since “macro-level factors seek to explain (female) entrepreneurial venturing, growth and change by considering a generic set of broader

impersonal institutions, including political, economic, historical, social, cultural and educational institutions” (Zeb & Kakakhel 2018).

Smiting the traditional social orientation

A typical and traditional social context is observed in most of the countries of SAARC region. To counter those problems and barriers, different cases have been found in the articles during SLR. Following are the themes that addressed the respective issue.

1. Standing up to gender stereotypes

Gender stereotypes, responsibilities and duties towards families, society pressure and commitments towards family has proven to be act as main hindrance for females to be entrepreneur (Brush, Bruin & Welter 2009). According to Agarwal (2017) in the traditional society because of conservative thinking of female opposite counterpart they expect female to be only home agent and is against on her other activity. According to social theory role it also states behavioral features of males and females based on social role they play in the society (Bianco, Lombe & Bolis 2017). It based on particular behaviors, relations and associations a person has with other people and society. In most societies females are considered as weak and timid, they have more interest for the wellbeing of others, they are selfless and with less power (Haq et al. 2014). As compared to females males are more powerful and dominant.

It is very difficult for females to balance between their home and work if their ignored they are being socially pressurized for not performing their responsibilities efficiently (Dana & Dana 2005b). But our findings exhibit a different trend that stereotypes can be reverse as well. Females can manage their work and home efficiently if they are

determined and dedicated (Khan 2020). Family support is the most motivating feature for the success of any female business venture, emotional or financial any support boost the confidence of females to explore their ability in the business sector (Jha 2018). On the other hand in some families due to conservative thinking it's against their ego if their females work for bread and butter of their families.

Women working in developing economies face number of security and safety issues. There are number of stories such as harassment, killings, threats, and rape of female vendors this result in fear, stress, and constant fear women. Further they feel that they have not equal opportunities to freely start their business (Modarresi et al. 2016).

2. Resilience with empathetic tendencies

Literature also pointed out the societal constraints and normative constraints that female entrepreneurs are facing in their business (Das, 1999). Moreover, women also faced number of other issues due to cultural, societal and religious values are not support females to start their own business. So, it is difficult for them to start the business of their own choice (Jamali, Jhatial & Chang 2018). In male dominant societies it is considered that entrepreneurship is appropriate for males and not for females. This perception is based on traditional male based stereotypes (Aidis 2005a). Since entrepreneurs required some training and development sessions to prepared themselves for starting new venture (Ebberts & Piper 2017). Formal education and training will help women entrepreneurs to run their venture successfully (Bogren et al. 2013). Every girl should be provided meaningful entrepreneurship education. University faculty members have to create such a curriculum that promotes women to look forward their career as an entrepreneur (Datta & Gailey 2012). Thus, entrepreneurial mind set and culture of entrepreneurship will be created among female

students. Training should be provided by successful women entrepreneurs to female students (Hyder & Lussier 2016).

It is necessary to know what women have to face social and economic issues. Parents, friends, siblings, husband and relatives are key players of successful women entrepreneurs. Demands and supply will create issues in new business (Datta & Gailey, 2012). It is necessary to know what to produce what to be offered at what time. A successful entrepreneur has the ability to overcome these issues (Woolcock 1998).

3. Broadening the horizon of motherhood responsibilities

The concept of Motherhood was given by Brush, De Bruin, and Welter (2009) in their famous 5M framework. “Motherhood is a metaphor representing the household/family context, thus, drawing attention to the fact that family/household contexts might have a larger impact on women than men.” (Brush, De Bruin, & Welter, 2009, p. 9). Cultural norms assign roles to men and women on the basis of their gender. The cultural and social norms dictate that family and child care are responsibilities of women. Females are expected to work as housewives and look after their children; while men are free from such responsibilities. Domestic obligations and familial duties forces women to give more time to home and child rearing; thereby making continuous work virtually impossible (Greene et al, 2011). Resultantly, they are left with very little time for their business. They make this up by working in double shifts to fulfil household and business-related tasks (Datta & Gailey, 2012). Family duties make the decision regarding expansion of business more complicated for women. Female entrepreneurs don’t pursue business expansion if they feel this expansion to be in contradiction with their domestic and familial

responsibilities. Therefore, care of children, domestic obligations and longer working hours in home have negative effect on the growth of female owned businesses (Mand et al. 2018). But, women didn't give a second thought when their family especially children started to suffer and they reduced their work load (Muhammad, Ullah & Warren 2016).

2.9 Conclusion and Future research implications

Entrepreneurship related theories have emerged from western and developed countries. These theories fail to incorporate the idiosyncratic factors of developing countries. This study aims to present the existing and substantive studies done on emerging economies in particular SAARC region. There were no studies found relating to countries like Afghanistan, Bhutan and Maldives. Entrepreneurship is a universal phenomenon, and every country can benefit from the activities of entrepreneurs. Therefore, instead of relying on the frameworks developed in the context of developed countries, research may become more practically useful by acknowledging the importance of contextual factors of a community, society or country.

This study advocates the need to develop a pluralistic and multilevel perspective in studying female entrepreneurship. Taking lead from this, the future studies should take into account the interaction between individual characteristics and contextual factors studying different aspects of entrepreneurship. From a generalized view and concentrating only on external factors may be insufficient as it presents only one side of the picture. Therefore, equal importance should be given to micro, meso and macro level factors while studying the phenomenon of female entrepreneurship in emerging countries.

Economic theorist characterizes women owned business as low growth. However, this is not the case. Female entrepreneur gives more value to non-economic factors especially family responsibilities. Hence, they don't follow 'bigger is better' approach. Researchers are required to change their perspective regarding women entrepreneurship. Labelling female entrepreneurial activities as low growth is irrelevant, since women pursue entrepreneurship as a mean to achieve personal and social goals instead of economic goals. With this new perspective, research on women entrepreneurship can be extended by theoretically, methodologically, and philosophically.

In most of the SAARC countries, the female entrepreneurs are not getting same facilities and opportunities as available to male entrepreneurs due to discriminatory social and cultural values which are deep rooted into their traditions (Roomi & Parrott 2008). Due to greater gender inequality, there is low degree of female entrepreneurial activities. Many females suffer with lack of training and development, assistance in starting venture, access to capital, land and other resources as there is inherited attitude and concept of male superiority to female. They also receive a very little appreciation and encouragement from their family members. They also have to face issues in raising capital for their business due to which their business remains under developed. Due to restriction in mobility, women are compelled to work from home, and they mostly operate in traditional sectors which are characterized by low growth.

Liberal feminist theorist believes that women are equal to men in rational capacity (Poggesi et al. 2020). Given the right circumstances, they can exploit these opportunities. Different psychological and contextual factors contribute towards growth of the women owned enterprise. These facilitating factors operate in conjunction with different barriers and help the female entrepreneur to overcome

different cultural and institutional obstacles (Cardon et al. 2012). Due to positive influence of these factors, women owned business starts to flourish, and she embarks on the journey to become a successful entrepreneur.

2.9.1 Future research

Previous research studies on female entrepreneurship highlights its role in the social and economic development of a country. However, investigation of the specific process through which women entrepreneurs are able to achieve this has remained under-researched. Our analysis on the existing literature suggest that this transformation is accomplished through interaction between individual characteristics of entrepreneur and social and cultural factors. Aggregate dimension developed from the analysis indicate that peculiarities and idiosyncratic feature of social, cultural, and institutional factors of countries decides the success and failure of new business ventures.

Researchers concur that social, cultural, and economic factor of a country effect entrepreneurial activities taking place in it. A considerable amount of literature illustrates that women belonging to under developed countries enter into entrepreneurship under the influence of economic necessity. Due to financial and economic constraints, women are unable to satisfy their basic needs. They are left with very few career choices. Women are forced to work in the sectors which are regarded as socially acceptable. Cultural and social norms of these countries demand that women operate their business activities from home. Moreover, gender-based characterization results in sex-based differences, discrimination, privilege and power in the workplace. Marginal group members have to fight against the stereotypes prevalent in a given society (Mahmood 2011). In this way, gender stereotype may give an incentive for women entrepreneurs to step up against social oppression and

prove their worth. Therefore, under the influence of different contextual factors, women decide to become entrepreneur in order to improve their social and economic position. This shows that variation in the level of entrepreneurial activities within a country can be explained in terms of social environment in which a new firm is created.

However, growth of women owned businesses may be hampered by financial constraints. Women are prone to discriminatory practices from loan crediting agencies. Therefore, access to credit and microfinance schemes becomes critical to their progress. Access to capital alone cannot guarantee success for women endeavours, and equally important is the support from society especially family. Although, considered to be an extension of socio-economic factors, the latest literature on entrepreneurship has begun to incorporate the family context of entrepreneur. In order to balance between family and work, married women with younger children prefer to become entrepreneur over traditional job. Women exhibit low propensity towards business growth as they are likely to give more importance to their familial responsibilities especially their children. Microfinance initiatives along with the familial, social, and institutional support can improve self-efficacy of the entrepreneur and help their business flourish (Bruton, Ahlstrom & Si 2015).

Apart from different contextual factors, individual characteristics and psychological characteristics of entrepreneur are equally important. Among these, self-efficacy becomes vital. Previous studies have ascertained the importance of self-efficacy in new business start-ups. It allows own to have to confidence in own abilities to survive in a highly risky environment and stand in the face of adversity. Female are traditionally believed to be risk averse. Their perceived fear of failure can be minimized through self-efficacy as it allows an individual to become resilient in the

face of adversity. Another important perceptual factor is the presence of a role model. Decision to engage in a particular activity such as entrepreneurship is often inspired by someone having similar identity. Similarity hypothesis propose that women are more likely to be influenced by other women who possesses similar characteristics. Role identification with a successful entrepreneur can change the cognitive mindset of potential entrepreneur (Bosma 2013). Having a role model has significant bearing on the individual's intentions to start own business and make it successful. They encourage female entrepreneurship to pursue non-traditional career choices by demonstrating how to become successful person.

Activities of a female entrepreneurs are more beneficial to a given region or community as compared to their male counterparts. This is because greater number of people benefit from their activities. They improve the standard of living of their families. Women entrepreneurs are able to provide better health and education facilities to their children. These children may inturn have a positive influence on the society. Spillover benefits of these activities extend to the society. Women entrepreneurs actively start to take part in social welfare related activities. After successfully establishing their businesses, they can provide employment to others. Successful entrepreneur provides experiential knowledge to others which reduces information ambiguity for others (Bianco, Lombe & Bolis 2017). Hence, successful women entrepreneur turns into social entrepreneurs. Hence, entrepreneurship allows women to become financially independent and helps them in achieving higher standard of which may in turn be used for social innovation purposes as well (Chattopadhyay & Ghosh 2008).

This study not only highlights the existence of different barriers to the growth of female owned business, but also provides prescriptions for overcoming these

impediments. Authors unanimously concur that women entrepreneurs are contributing towards economic and social growth, wealth creation, poverty alleviation, and unemployment eradication. However, before becoming a successful entrepreneur, women have to overcome many social, cultural and institutional barriers. Women are pushed into entrepreneurship due to social and cultural challenges, economic hardships, and different workplace discriminatory practices such as sexual harassment, glass ceiling and gender stereotypes. Moreover, growth prospects of women owned business ventures are seriously hampered by the role conflicts at home and work, financial constraints, and inhibiting institutional factors.

2.10 References

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Chapter 3. A dynamic capabilities approach for the survival of Pakistani family owned business in the digital world

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3.1 Abstract

Purpose – The purpose of this chapter is to identify the role of dynamic capabilities for the survival of family owned business in Pakistan. The chapter aims at examining the impact of digitalization on business landscape for family owned businesses.

Design/methodology/approach – Data for this research were collected using in-depth interviews. 24 interviews were conducted with the owners of 24 family owned businesses in four different states of Pakistan. Interviews were translated and transcribed. By using GIOIA methodology, first order concepts, themes and aggregate dimension were identified that explained the additional dynamic capabilities needed for Family businesses in digital era.

Findings- The results of the data analysis revealed that family businesses are struggling to cope up with thriving digital market. Digital mindset is needed to survive in the market. The ability to respond to change is needed. The intelligence and wisdom needed for creating and maintaining an intellectual asset should be done by investing in new technologies. Importantly, businesses need to maintain an emotionally and artificially intelligent brand.

Research limitations- The research is based on four different states of Pakistan. By focusing on each state could generate more data. the research is focused on Pakistan

to know about the dynamics of emerging economies. Replicating same research on other developing countries can bring more results. Lastly, it is a purely qualitative research. A quantitative analysis could bring a new context to the problem.

Practical implications – Understanding the challenges of family businesses for coping up in digital market helps other family businesses to get a know how before entering the market. Digital presence can help in building the brand but when not handled correctly can damage the brand as well. Investing in additional capabilities can provide a competitive advantage to family businesses. Family business possess a passion for the idea which helps to build the narrative for the brand.

Originality/value – This research is contributing to highlight the scenario of an emerging economy by studying the challenges of FOB in digitalization. The literature provides more information and theories regarding developed countries. This research is a picture of developing economy and how wave of digital era has transformed the business landscape. In-depth interviews were conducted for deep insights which helps in contributing towards family business research.

Keywords – Digitization, Dynamic capability (DC), Family owned business (FOB), Pakistan, Survival

Paper type – Research Paper

3.2 Introduction

Family businesses makes significant contributions to the economy and society. The influence of family owned businesses is pervasive as they generate a considerable amount of GDP in the respective country. Family businesses are considered as a source of job and wealth creation in any economy (Randerson et al. 2015). This is the reason that scholars, practitioners and policy makers have shown sustained interest in this area of research. The digitalization around the world have compelled all businesses to modify and transform their strategies. The need to improve the digital and dynamic capabilities for the survival has been making a resurgence (Wielsma & Brunninge 2019). In emerging economies, the resilience of family owned businesses has coerced the global companies to shift their operations. Asia has been the fastest growing economic region. Digitalization have unveiled many opportunities as well as multiple challenges for the businesses (Hauck & Prügl 2015). Digitization have a substantial impact on family owned businesses. Changing technology has conquered every business function. Family businesses have taken on to digital transformation because it is the issue of their survival. Pakistan is a collectivist society. The society is enriched with strong relationships. Family businesses in Pakistan have also transformed their businesses in the modern times (Saleem, Siddique & Ahmed 2019). The critical scholars have argued that family businesses are less innovative then the non-family businesses (Röd 2019). Adapting to the new external environment seems to be more difficult to implement in family owned businesses. The culture and the status quo of the family businesses are very rigid and hard to be changed (Naldi et al. 2007). Although innovation is necessary for the business improvement.

Scholars have studied that family businesses are flourishing in developed as well as developing economies (Ratten et al. 2017). The challenges of an emerging economy are different from a developed country. The race of survival is much more critical for the businesses in emerging economies due to volatile, uncertain and ambiguous circumstances. The political and economic instability creates the environment more volatile for the businesses to run (Karataş-Özkan et al. 2011). Researchers have examined that more insights are needed to make decision in such environment. Dynamic capabilities such a sensing change in the market, seizing opportunities and transforming the business is needed (Teece DJ, Pisano G & Shuen A 1997)

In Pakistan, the society has increasingly prioritized the solutions to be provided by businesses which government is not addressing. The political and economic shift has allowed the family businesses to merge their social and commercial missions (Razzak & Jassem 2019). Family businesses are generally viewed to be a for-profit organisation (Osnes et al. 2017). Several authors argue that the theoretical lenses applied in dynamic capability is suitable for any profit-oriented organisations (Joshi & Srivastava 2015). There is been a lot of research found in developed countries studying the family businesses under the dynamic capability approach. A review of literature has revealed that no qualitative studies have presented the dynamic capabilities approach in the survival of family owned businesses in Pakistan keeping in context of modern digitalization. This study aims to understand the dynamics of modern-day challenges for family owned businesses and how they face them.

Thus, this paper aims to answer the following research questions:

Research Question 1: How FOB operate to enable direct sensing of business opportunities in modern competitive market for their survival?

Research Question 2: How FOB utilize their resources, seizing the opportunities survive in digital world?

Research Question 3: How FOB transform themselves to compete in modern digital market?

To answer these research questions, interviews were conducted with the CEO of family owned businesses. This chapter aims to contribute towards the theory development in context of emerging economies. Presently, theories have been developed in developed countries. This chapter will reflect the vision of developing countries and their challenges. Furthermore, this chapter is structured as follows. Section 2 will address the present literature of DC perspective in context of modern-day market. It will also include the importance of coping up with the digital world to survival and not becoming extinct. Section 3 includes the method of collecting data for this study. Section 4 will discuss the results of the data analysis followed by the discussion and implication in Section 5. At the end conclusion is given in Section 6.

3.3 Theoretical background

3.3.1 Dynamic capabilities

Dynamic capabilities framework has becoming a growing theoretical stream in strategic management research. Businesses need to react fast according to the sudden technological change in the market (Eisenhardt & Martin 2000; Teece DJ, Pisano G & Shuen A 1997). DC perspective have emerged when successful business shows their flexibility and timely responses to new challenge. Hence modifying the internal and external expertise have helped them to achieve success in the market (Jones et al. 2013). Without a doubt the concept of Dynamic Capabilities has been introduced by David Teece in 1997. Initially the research was focusing on macro external factors

being the reason to transform the business. In recent research the micro internal factors have also been in argument for developing the need for businesses to modify and transform (Ambrosini & Bowman 2009). Dynamic capabilities are different from the operation capabilities of the business. Operational capabilities only help to use the existing resources of business efficiently and effectively. On the other hand, dynamic capabilities allow the business to outgrow its existing resources and explore its capability to grow big (Arend R & Bromiley P 2009).

It has been argued, that to grow the dynamic capabilities is directly related to the level of entrepreneurial nature of the business. More the business possesses' entrepreneurial skills in its management and decision making, more they can make decision outside the box (Barreto 2010). Ideas (like virtual reality, artificial intelligence and Internet of Things) that were previously considered as implausible are becoming today's reality (Nambisan, Wright & Feldman 2019). Hence DC approach not only allows the business to expand its resource base and it results in better performance as well. David Teece (2007) have presented the idea that the three activities in the process of DC such as Sensing, Seizing and Transforming can only be achieved if the organization is entrepreneurial in its nature. It will be a lot more difficult to make decisions and implement, if the entrepreneurial thought and mind set is not present in the organization.

'Sensing' is considered as the first step in dynamic capabilities process. It is more categorized as a "*interpretive activity*" in which businesses need to assess and identify the opportunities (Teece & Linden 2017). Business owners need to be more perceptive about their market needs. There is an assumption that is always in place that rapid change is occurring in the environment (Chirico & Nordqvist 2010). There is continuous need of improvement in changing environment. There are many

companies who have become extinct because they did not sense the change in market trends (Barney 1991). Family businesses have a trend of maintaining the same culture and mission over the generations. The competitive advantage in family owned businesses are their capability to utilize their existing resources. New resources are the result of manipulating the existing ones (Benavides-Velasco, Quintana-García & Guzmán-Parra 2013).

‘Seizing’ is refereed as a second step in DC process. It involves addressing the identified opportunities by mobilizing the resources and if needed new resources can be deployed (Teece 2012). Empirical studies have shown that this step involves the introduction of new products and services or change in business model. Family businesses often go for merging different family member expertise in decision making (Chua, Chrisman & Sharma 1999). By encouraging the collaborative decision making will allow them to utilize experience of each family unit. The importance of external interactions cannot be neglected here. In some cases, business need to reshuffle the organizational hierarchy to better utilise the resources (Reay, Jaskiewicz & Hinings 2015).

‘Transforming’ is the third and last step in building dynamic capabilities. It refers to modifying the current resources to address the current market needs (Teece 2007). It is not only limited to high and costly changes, but it also requires the change in organizational structure. It helps the business to create and sustain a new competitive advantage for a long time in future. The recent shift in technology has pushed the businesses to have a presence at all transactional channels (Barreto 2010). Many researchers have studied the impact of resistance in within the internal culture. Identifying change, addressing it and the acting upon it is not something that can be easily implemented. This is the reason that many businesses who adopted the

technological aspect of business late in time, simply lost their competitive advantage (Arend R & Bromiley P 2009).

3.3.2 Family Owned Businesses in Pakistan

Family business research is an emerging field of study (Chrisman et al. 2008). Cultural diversity of every business and region makes them worthy area of research for exploration. Challenges between family and non-family businesses are also different. In family businesses, decisions are usually made among the kinship group as they all are involved in decision making processes (Intihar & Pollack 2012). Legacy of family business is very important. It depends on the fact that the younger generation is equally keen to take the business forward. Pakistan being the collectivist society, extended family is considered as a basis of social structure and individual identity. Social capital is embedded in networks and considered important in ventures like family businesses (Muhammad, McElwee & Dana 2017). Loyalty among the family is rated higher than any other social relationships even business (Ramadani & Hoy 2015). Pakistan is among the Next 11 countries which have the potential to become worlds finest economy in 21st century. Family business is a prevailing as a strong factor in economy of Pakistan. In Asian countries, family businesses rely more on the family resources (Dana et al. 2019). Small- and large-scale family businesses are present in the market. There are many successful businesses who are in the market for so long and they all are family owned. The culture of Pakistan is favourable for family businesses as strong interpersonal relations in family is embedded in the existing culture. Balancing family and business activities is a challenged in FOB. Family business focus on long term horizons and it gives them leverage to wait for results in a long time (Steier, Chrisman & Chua 2015). Family firms are less

innovative and entrepreneurial in nature than non-family firms (Reay, Jaskiewicz & Hinings 2015).

3.3.3 Digitization and FOBs survival

In the last decade, the powerful digital technologies have transformed the innovation and entrepreneurship in a way that it has implications on all type of businesses (Nambisan, Wright & Feldman 2019). Companies need to transform radically to succeed in emerging digital world. This digitalization has fuelled new forms of innovation and entrepreneurship in businesses. It is not only restricted to inclusion of new products and services, but it has expanded to the way of how businesses operate. Digitalization have also made the governments change their policies and laws. It has been a constant struggle to make environment more feasible for businesses to grow. Digitalization have also provided more opportunities for businesses to connect with customers (Nambisan, Wright & Feldman 2019). It resulted in new business models to operate and market the business.

One key aspect of digitalization is that it has brought many challenges for family owned businesses as well. It is easy to enter the market for anyone. Digital world has broadened the horizon for every newcomer to come with new idea and flourish. With these challenges, the survival has also become difficult (Brenk et al. 2019a). Some new idea with more marketing can affect a well-known business. It is just the matter of time that the idea can go popular on internet. Current literature is lacking substantial research on this problem. The research on dynamic capabilities is restricted to conceptual theories. This paper will attempt to study DC approach in context of Family businesses' survival in digital world.

3.4 Method

Research philosophy is the reflection of researcher's worldview. In the process of choosing a research philosophy, the research starts from the knowledge of ontology and epistemology. This chapter follows an interpretivist approach which allows the researcher to understand the complex phenomena. The underlying assumption is that it will include the human beings in a rapid changing environment (Wainwright 1997b). Following an exploratory research design enables the researchers to understand the complex phenomena which could not be understood by quantitative methods (Malhotra 2006). Thus, a qualitative research design is chosen for this study. Qualitative research design helps to understand the reason behind the phenomena as well (Pratt MG 2009). The understanding of context is very important for this study. Emerging economies marks different socio-cultural, economical and political circumstances than the developed countries. The subjective viewpoint is a necessary need for this project.

3.4.1 Data collection

Purposeful sampling was used to collect data in this study. The reason behind choosing this sampling method was to collect data that is more related to the study. Purposeful sampling is a type of non-probability sampling in which sample is selected by the researcher on judgment basis and major focus on special characteristics of population (Higginbottom 2004). Family owned businesses were identified and selected to generate the best insights about the research. Purposeful sampling is widely used in qualitative research. It involves selecting those individuals that can provide the maximum knowledge about the subject of research. The sample consists of 24 family owned businesses in four different states of Pakistan. It will give the

holistic view of interviewees description (Dana & Dana 2005a). Figure 3.1 shows the studied region in the map of Pakistan. Data includes both new family businesses who have just entered the market and those who are in the market for a long time. To ensure the best outcome, the target was to approach different profile of interviewees. It includes businesses from different sectors.

Figure 3.1: Map of Pakistan highlighting the studied area



Data were collected using semi-structured interviews. The duration of each interview is between 45-90 minutes. Table 3.1 presents the detailed description of our interviews. Each interview was audio recorded. Since the national language of Pakistan is Urdu. Many interviewees preferred to give interview in Urdu. The interviews were translated and transcribed in English. Qualitative interviews are the socially constructed practice (Kvale 1996). Prior to the interviews, researcher was fully informed and well researched about the company. It helps to understand the interviewees viewpoint and experience. Observation were taken about body language, tone of pitch, expressions and repetency of words given by the informants to strength the data collected from the interview.

Table 3.1: Profiles of Interviewees

N	Nature of business	Number of employees	Location	Interviewee's positions	Duration (in minutes)
1	Organic Products	70	Punjab	CEO	45
2	Footwear		Sindh	CEO	75
3	Food (Sauces)	30	Punjab	CEO	82
4	Food (bakery products)	35	Punjab	CEO	50
5	Handicrafts	10	Khyber Pakhton khawa	Owner	47
6	Food (Restaurant & Cafes)	65	Baluchistan	Owner	63
7	Gym & Fitness	25	Sindh	Owner	55
8	Food (Organic products)	35	Sindh	CEO	50
9	Photography	15	Punjab	Owner	92
10	Textile	80	Baluchistan	Owner	90
11	Food (Desserts)	39	Khyber Pakhton khawa	Owner	49
12	Hotel	67	Khyber Pakhton khawa	CEO	70
13	Photography	10	Sindh	Owner	66
14	Textile	100	Baluchistan	CEO	75
15	Food (Consumer products)	65	Khyber Pakhton khawa	CEO	82
16	Training & Consultancy	20	Punjab	Owner	90
17	Handicrafts	10	Baluchistan	Owner	59
18	Textile	55	Punjab		65
19	Food (Restaurants)	40	Baluchistan	CEO	50
20	Salon & Spa	15	Punjab	Owner	52
21	Food (Bakery & Desserts)	20	Baluchistan	Owner	46
22	Photography	13	Punjab	CEO	72
23	Salon & Spa	10	Sindh	Owner	66
24	Training & Consultancy	25	Khyber Pakhton khawa	Owner	79

Table 3.1 displays the overview of conducted interviews. It mentions the position of each interviewee in the business. The length of interviews has also provided in minutes. These are the exact number of minutes that are transcribed later.

After transcribing the interviews, interviews were sent back to the interviewees to check the transcription. As this transcription involved the translation as well. It was important to check by the interviewees after transcription. To decrease the chances of

interview bias, several measures were taken. The theme of interviews was developed in advance to keep the neutrality of questions. The questions related to financial terms were kept minimum. Such questions could potentially lead to unwillingness to answer by the interviewee (Rowley 2012).

Data analysis

Data is analysed by using the GIOIA methodology. GIOIA methodology is a systematic approach to new concept development. it helps to bring qualitative rigor in qualitative research. Data analysis was started by identifying the first order concepts from the data. Later the concepts were grouped together based on their similarities. That brings us second order themes. The role of researcher is very important at this stage. Transcribed data has been read again and again to gain the insights from interviews. First order concepts are analysed under the knowledge of literature to get second order themes. At this level, themes start to answer the research questions. At the last step, second order themes were inductively linked together to make aggregate dimensions.

GIOIA methodology allows the visual representation of data in form of ‘data structure’ (Gioia, Corley & Hamilton 2013). It helps to bring qualitative rigor and communicates the authenticity of results. The qualitative research is been done in more transparent manner through GIOIA methodology. It helps to identify the inter-relationship among variables arise from aggregate dimensions.

3.5 Findings

In this section, the result of analysis will be presented by highlighting prominent expressions emerged from the analysis. In the next section, these insights will be used to develop the propositions on how DC approach is facilitating FOBs in Pakistan to

survive in digital market. Figure 3.2 provides the overview of findings. All the concepts and themes emerged from the data are given in this figure.

Crafting Digital mind set

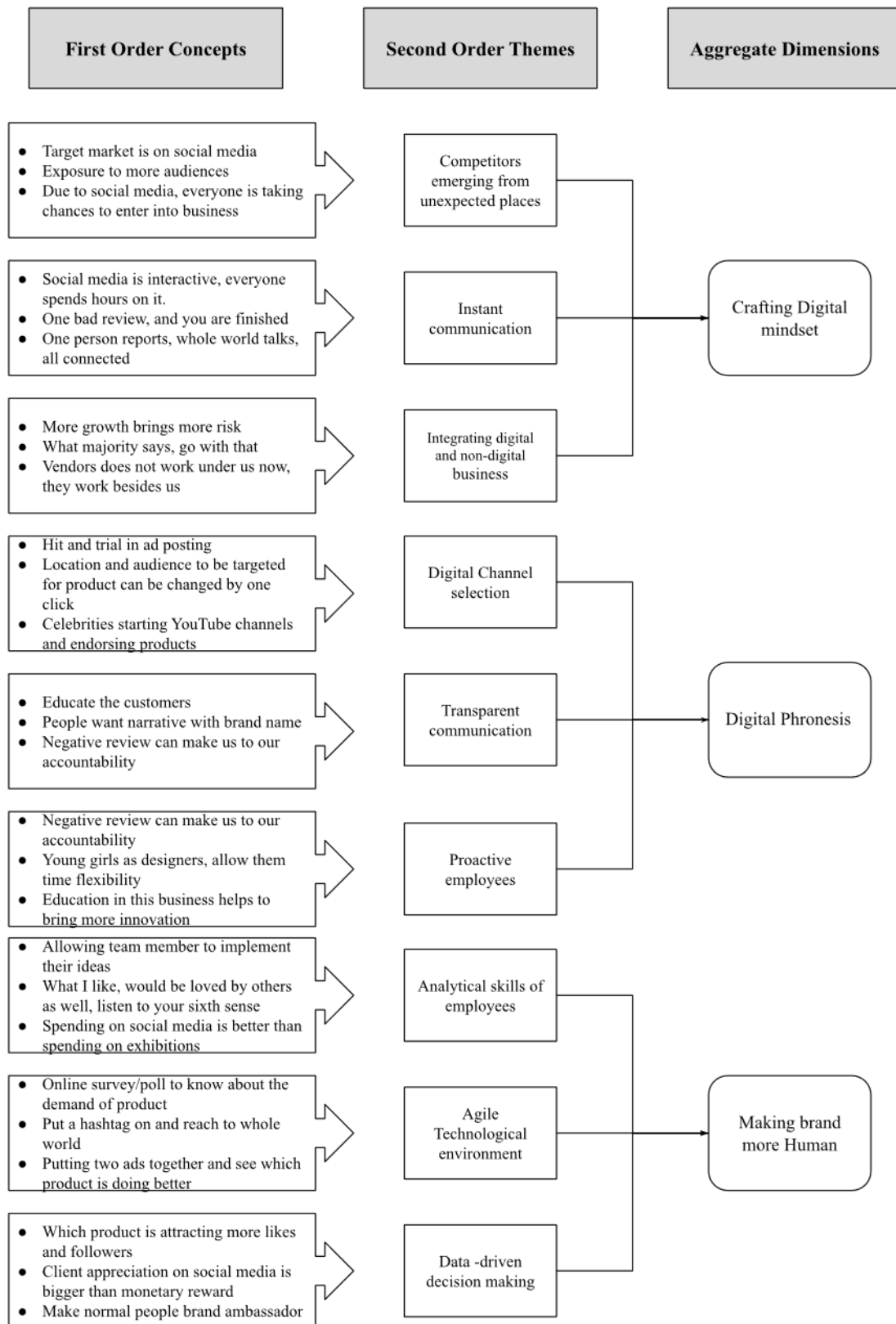
The interviews revealed that due to the rise of digital technology, they experience a huge rivalry among the competitors. The world has become global village. The business in other states and cities of Pakistan are also their direct competitors now. It has become more challenging to cope up with competitor's challenge. It is a demanding job just to look after what your competitors are launching and doing.

Company 2's Owner stated that

It is a change I am seeing that lots of people are taking chances to come into business. And whoever starts a business they can put up on Instagram, Facebook and you get to know them. That is the change I am seeing vividly now that social media has boomed a lot of things, and everybody gets to know about each other.

Owner of Company 2 also reflected their ways of keeping a check on competitor's actions. Everyone in the society have access to the digital technology. Its not only about the proximity of business that matters in its sales now. All the target market is using digital means of technology. The launching of new products and services or the change in processes are communicated to the customers in no time. The number of audiences looking on the products and services have widely spread.

Figure 3.2: Dynamic Capabilities for Family owned Businesses (data structure)



The owners and CEOs have also talked about the fast mode of communication between customers and business. The trend in our society has changed. People spend number of hours on their smart phones. Smart phones are connected to the whole world. If someone has a bad experience with the product or service, they will share it. It is not restricted to the person who had bad experience now. All the world could comment and talk about it. Owner of Company 9 shared one of their experiences which is stated as follows

We made a mistake in the beginning when we introduced our restaurant on digital world, because we were new to it. So, we joined an (online) group. Someone came here and took some pictures and wrote negative feedback about us. We did not handle him well. We kind of offended him. And lots of people started posting negative things about our restaurant. This was all new for us that how one review can affect our business.

The relationship of customers to the companies is not confined to one department only. Every person related to accounts, marketing, service or delivery should be well informed. Hence integrating the digital and non-digital sides of business is very crucial. Unifying the source of information so every department have the transparency and access to the information about their company and its products and services. CEO of company 3 who are in the production of sauces for different franchises stated that

I keep on meeting people of all my departments of company. I try to keep them on board. Also, I try to maintain a good social circle. With this approach, I can get an idea what people are expecting us to do. They find me as the only person whom they can call and to develop a sauce. We are now well reputed

in the market and after 28 years people are aware of me. So, information is equally spread among our onsite business and social media.

In sum, businesses are moving towards a digital mind set where multiple connections and interactions with the customers are needed. The relationship with customers has been made better by utilizing the digital platforms. New values and new structure are needed to support this entrepreneurial spirit of the business. As (Murtagh 2012) states that “rewiring the brain’ is necessary to survive in digital market.

Digital Phronesis

All the businesses in data belong to different industries but the findings suggest that all of them needs to develop and gain a digital intelligence. Businesses are still stumbling when trying to gain control and balance in digital and no-digital functions of business. The mega disruption of digital wave cannot be faced only by setting an online presence. It needs a behavioural and attitudinal alteration to accept the change. The wisdom to select the appropriate digital channel for maximizing the company’s resources for better, is needed. CEO of Company 14 stated their way of selecting the correct digital channel for their business

We have done the typical thing in the rat race that you pay money to influencers. But then we realize that these bloggers and influencers are making a lot of money from other brands as well. Like bloggers when day wear Beech Tree and praises it, and the very next day they wear Gul Ahmad and praise it too. We realized it is a fake thing and superficial. Now, we don’t go to bloggers.

With the popularity of digitization, traditional marketing and advertising techniques have also vanished. Creating an audience acquaintance with the brand can lead to a greater number of sales. Keeping customers engaged in the process of new idea and its development leads to potential customers. CEO of Company 1 who deals with organic products stated that;

We have a page on Facebook and Instagram, and it is very interactive. People send us inquiries that we are looking for this specific product. Can you arrange this? Sometimes the customers bring new ideas for organic farming as well. I tend to educate myself as well. And then there are a lot of cancer patients. They keep looking for organic products. They inbox us. Usually, there is no personal contact with large stores. We try to create a personal contact with the customers and bring their desired product to them. We have made some lifetime customer who have decided for a lifelong supply from us.

Exploratory nature and urge for curiosity are beyond one's defined work role. Employees who seize the opportunity and explore are the ones who are relevant and high in demand. They need to bring values for themselves and to the businesses they work for.

A stagnant idea does not work. Every time we come up with new concept. We have feedback from all our team member. It is one of our plus points that everyone come up with something new. This is the reason we deliver more than we promise. This morning, I was sitting with the people who run our social media that they said to me that we must up our game

as far as our social media is concerned. Things are spreading because of digital technology. I am blessed to have such employees.

People who think alike won't be able to bring something new in the business. Diverse people can bring new ideas. Overall interviewees described different means of gaining the wisdom and intelligence to survive in digital market.

Making brand more Human

Data analytics is helping the modern age businesses to tap the collective consciousness of the brand. It helps to take corrective actions to develop a product with the input of customers. In such scenario, the analytical skills of employees can take the business to another level.

On weekends people are at home, they are constantly looking at their mobile. Ads are seen more on Saturday and Sunday. Our team constantly keep on changing the location and audience ever since we have started our online presence. We put on two ads simultaneously and see which one is doing better and launch deals accordingly.

It has become very common to wrap digital services around your product and service and reach the whole world tapping new markets. Workforce is topped up with more millennials. Technologies provided to the employees should be more updated. Owner of Company 20 emphasizes the need of new technologies for employees.

I think it is very important to continuously upgrade the technologies. I myself do not read paper newspapers anymore. My newspaper is my Facebook or Instagram news feed. When

I see people put up posts about service, I would definitely want to try that. This is how new age business works. We do invest in providing new technologies to our team members.

Decisions cannot be taken with incomplete information in digital age. Data should be transparently infused throughout the system so employees can make the correct decision. All the agents in the team are connected with the mode of easy communication. Data is building up each second.

Right now, there is spring and summer collection in Pakistan. In West the winter collection has started. We follow them to get a glimpse of trend. We get to know about colours, cuts and trends and which patterns would be popular. Then we convert that into our own Eastern style.

Overall, it is evident that each business is trying to keep hold on digital market as well. Businesses who are in the market with strong presence are also keen to enter a digital world. Scarcity mindset cannot allow the inflow of knowledge in the company. Organizations need to thrive in digital world through collaboration. Technologies and trends change every day. To keep up with such speed, changes need to be made on fast pace.

3.6 Discussion

The present study set out to examine how Dynamic Capabilities are helping Family Owned Businesses in Pakistan to survive in digital age. The result of this study presents three dimensions in which FOBs are struggling and they are of high importance for them. The three dimensions are Crafting Digital mindset, Reaching Digital Phronesis and trying to make brands more human. In this section, the findings

will be organized under the light of Dynamic Capabilities framework proposed by David Teece in 2007. This section will also provide the propositions for the FOBs in this scenario. Later in this section, implications will also be discussed.

Sensing opportunities through digital mind set

Sensing opportunities is referred to identify new opportunities and threats (Teece 2007). It includes largely internal and external search for opportunities and threats. The absence of which can lead to a serious disadvantage to business in long run (Teece 2012). Starting up a business is not the context in this research. Survival is the context in this study. However, the sample companies have shown different modes for sensing opportunities by focusing on integrating the digital and non-digital business functions.

Looking closer to the meaning of integrating the digital and non-digital business functions, Nambisan et al, (2019) explain that openness to adapt the digital technologies enable business to reach transformation. Reaching to the maximum number of audiences is crucial in today's world. There are number of businesses who are operating through digital means only. They started off with few products and they are flourishing now. The need of the hour has changed. Growth mind set pulls all the resources needed to perform better. Companies who possess resilience to overcome challenges perform better.

Unsurprisingly, the findings support the notion that businesses should be able to foresee and change themselves before the need of change arises. Scanning the current business landscape helps the business to make better decisions. Here the findings presented some examples on the discussion for sensing the opportunities around the new digital age. Without a doubt founder or CEO's vision is undoubtedly the driving

force behind every decision. The CEO of Company 22 expressed that in their experience, more growth and expansion of business have brought more risk to the business. Businesses are more vulnerable with the wave of digital openness. In this atmosphere, keeping pace with what is happening is the only thing that can keep them relevant. The CEO of company 22 stated:

“The more we have grown, the more risk we feel and face. If any one doesn’t like your product, they would immediately post it. And now we are answerable to so many people. So, we have to be very careful.”

Based on these explications, the first proposition is presented as follows:

Proposition 1: Family Owned Businesses can facilitate survivability through encouraging growth digital mindset, which allows the business to reach to larger customers.

Seizing opportunities for FOBs in digital world

Aligning the existing capabilities for better efficiency and effectiveness is vital part of any business. Through out the interviews, it became apparent that the proactiveness of employees and upskilling the workforce is not only important for sensing but also for seizing the opportunities. The company’s capacity to seize is always based on its resources, processes and functions (Teece & Linden 2017).

The visibility of information across all departments will help to anticipate the customer need in a better way. ‘One version of truth’ is the concept that should be applicable for all employees (Standing & Mattsson 2018). It will trigger the better decision making by providing deeper information to resolve exceptions. Many CEOs in their interviews explicitly stressing on their valuable employees. Those employees

help them made the right choices when needed. Phronesis is a Greek word which mean ‘wisdom’ or ‘intelligence’. One of the founders from company 16 stated in their interview that “*We consider our website and social media page, the company’s Virtual Head Office*”. Another owner from Company 10 who run a textile company, stated that

“Within the company, we have young girls as our designers. They got married and had kids. We didn’t want to lose them. We shorten the working time. Design team is here till 4 p.m. Some of them go at 1 p.m. But they are amazing designers and we don’t want to lose them. They come here 8.30 sharp. Same targets as a person who would leave on 4 p.m. We need to mould yourself when it comes to our valuable employees. You need to go around the way to encourage them. It is not really a favour. It is a reality.”

If the same product is being offered by two different businesses, the only presence will be the leveraging factor to decide which one will be more successful. Convenience is a big part of modern consumerism. Brick and mortar store can always have closing hours and not attentive. A virtual website or social presence never sleeps and out of operation (Intihar & Pollack 2012). Based on our finding and literature, the following proposition is presented:

Proposition 2: Family Owned Businesses facilitate their survivability in digital age by choosing the correct digital channel based on their high value assets ‘employees’ skills.

Transforming opportunities for FOBs

With the era of Machine learning, artificial intelligence and IoT, data can become competitive advantage for the company (Woodfield, Woods & Shepherd 2017). Consumer's preferences and behaviours can be studied from data very easily. Businesses are changing their business models every day to cope up with digitally enabled commerce. With the data comes data security as well. Family businesses shows more amount of trust among their founders to handle the sensitive information about their product. CEO of company 19 mentioned their experience with a bad review and how they handle it with the help of their family members

Once we had an issue with negative review. There was a guy who did that. If he was being completely unreasonable then we would have just ignored it. But we felt, it was genuine. We apologized. My husband handles such matters and we both want our clients to have good time. My husband personally called him, apologized and offered a lunch/dinner meal as a compensation.

The findings show that reaching to more customers can make them vulnerable to more sentiments towards their products and services. Being emotionally intelligent is also required to succeed in digital market. Based on the above discussion, the following proposition has been proposed:

Proposition 3: Family owned businesses can survive by becoming one unit to create a humanely brand

3.7 Implications for FOBs in Pakistan for their survival in digitization

In the following section, there is a reflection on the insights from discussion to draw implications for Family Owned Businesses using Dynamic capability framework. Efforts to make family owned businesses relevant in digital market should involve mechanisms which can make their family resources stronger. Family Businesses should focus on better understanding of their core beneficiaries which lies in their family unit. For the company's dynamic capabilities, it follows a process to identify the market needs. In today's world it is to go to digital and approach wide audiences. No matter how successful the family business is, they should be always ready for continuous improvement. Another finding of this study is the presence of strong passion by all family members. It could be used as a strength to make it better. Dynamic capabilities framework help to better position the existing capabilities and able to provide the needed capabilities.

3.8 Limitations of the study

Inevitably, this research has certain limitations. The sample selected in this study is scattered around different states of Pakistan. By concentrating on specific region will increase the comparability and validity. The sample from other emerging economies in Asian can complement the research. This study is based on 24 in-depth interviews which exceeds the minimum number of interviews suggested for research purposes (Eisenhardt 1989). In order to achieve a larger generalization, future studies can replicate the research in other developing countries. The founder and owners have been interviewed in this study. But in family business, more than one person is involved in strategic decision making. Thus, future studies can employ a comparative

investigation withing family owned businesses. Lastly, this research was focused on family businesses. Since the context was to examine the dynamic capabilities in digital world. The changing business landscape is similar for family owned businesses as well as normal businesses. This study discusses the family business who have a family unit taking one idea and passion forward.

3.9 Conclusion

In this chapter, we argued and showed that family businesses possess some valuable strengths that can help them grow in digital world. The condition is that these capabilities should be identified and utilized appropriately. To answer the research question of how FOBs can enable their sensing, seizing and transforming capabilities to survive in digital market, 24 family businesses have been interviewed across different states of Pakistan. The data was closely analysed under the light of DC approach by David Teece.

The present study contributes to the literature by providing the delivering pillars of DCs under the context of family owned businesses. Pakistan is an emerging economy. This study has been shaped under the context for emerging country's political and economic situations. Family owned businesses are unique in their goal as they are taking one idea with a passion. To take the idea forward, number of people rom same family are working on it. The passion for the business idea is multiplied several times in family businesses. By investigating dynamic capabilities of 24 businesses, the present paper over all contributes to the discussion of survivability under DC approach. On high level of aggregation, this paper provides better understanding why family businesses need to have a digital mind set. The business landscape has been changing. This transformative digitization has affected

all businesses including family businesses. Secondly, the study revealed that the businesses need to have a digital wisdom and intelligence by channelizing all the resources for better decisions (Nambisan, Wright & Feldman 2019). For example, the intellectual property of any business needs to be continuously up scales. Thirdly, this paper presents that the businesses need to create more human brand which has emotional and artificial intelligence. However, these notions require more empirical and conceptual testing. At the end, this paper also presents some propositions to be tested in last section.

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Chapter 4. Commodifying skills for survival among artisan entrepreneurs in Pakistan

Rashid, S. and Ratten, V. (2020), “Commodifying skills for survival among artisan entrepreneurs in Pakistan”, *International Entrepreneurship & Management Journal*, Vol. ahead-of-print. <https://doi.org/10.1007/s11365-020-00688-5>

4.1 Abstract

This chapter explores how artisan entrepreneurs learn to commodify their creative skills into an entrepreneurial business. Qualitative research was carried out with in-depth semi structured interviews with four different categories of artisan entrepreneurs in Pakistan. The GIOIA methodology is used to analyse and present the data. The study reveals that entrepreneurial learning is a natural process, with findings highlighting the different forms of learning used by the artisan entrepreneurs. This study also uncovers the utilization of existing resources and demonstrates the learning process. Furthermore, findings reveal that artisan entrepreneurs scan the environment, create demand, and then transform their craft and skill into a profitable business, which presents informational capital and positive outcomes for the business. This study's results contribute to a deeper understanding about the importance of entrepreneurial learning amongst artisan entrepreneurs in emerging economies.

Key words: artisan entrepreneurship, entrepreneurial learning, craft/skill, emerging economies, Pakistan

4.2 Introduction

Creative industries help to connect people and cultures around the globe. Artisan entrepreneurs are at the heart of the creative economy as they provide a way to include cultural, historical and societal pursuits (Arias & Cruz 2019). The aim of this article is to contribute to the emerging literature on artisan entrepreneurship by focusing on an emerging economy context of Pakistan by using an entrepreneurial learning approach to commodify craft skills. Artisan entrepreneurs show a deep passion towards their craft and are willing to invest time, effort, and resources to make their craft successful and profitable (Ratten, Costa & Bogers 2019). The overwhelmingly rapid change of digitization and technology evident in society has contributed to a thirst for creativity in business activity. Artisan entrepreneurs are creative in how they provide services that are utilizing their traditional skills (Cope 2011). Thereby artisan entrepreneurs are different to traditional types of entrepreneurs as they build a business that can sustain themselves and their communities (Elliott & Mavriplis 2020). This means that financial and non-financial resources play a crucial role in facilitating artisan entrepreneurs in the entrepreneurial process (Marvel 2013). The use of these resources to create a successful business goes through a sequence of learning events. As part of this process, entrepreneurial learning constitutes their learning prior to commercializing their craft and when they are present in the market (Morris et al. 2012).

Theories of entrepreneurial learning are often studied as an atomistic approach (Toutain et al. 2017). This study seeks to address the research gap by exploring how artisan entrepreneurs learn to make their craft into a successful business. To do this, the way artisan entrepreneurs utilise entrepreneurial learning as part of their journey

will be explored in a natural setting (Urbano et al. 2019b). This will be done by investigating how artisan entrepreneurs are learning during the entrepreneurial process by making their business activities sustainable and successful. Conceptually, this paper draws on the contextual nature of entrepreneurial learning model proposed by (Rae 2005). The contextual nature of learning takes place by interacting and participating in community and other networks. However, the artisan entrepreneur running a small business needs to learn survival techniques in the market full of commercial brands. The literature shows a paucity of studies that have applied the basic survival model learning for artisan entrepreneurs (Markowska & Wiklund 2020a). To fill the identified gaps, this study seeks to apply entrepreneurial learning theory to understand better artisan entrepreneur's journey of transforming their skill and craft into a business. To do this, the research focuses on the context of an entrepreneurial process for artisan entrepreneurs in Pakistan. The context of Pakistan being an emerging economy is taken under consideration in this study thereby contributing to a better understanding of new contexts for artisan entrepreneurs.

The qualitative research sheds the light on the specific types of learning methods entrepreneurs are utilizing. Artisan entrepreneurs plan to enter the market by scanning the environment. They plan to create a demand for their craft and spot different learning resources through the way. To do this they try to maximise the benefit they can gain from their informational capital by exercising their judgment and trying to gain knowledge at an efficient cost. This study shows that entrepreneurs use their knowledge of craft and try to use it as a judgement for the market. Their knowledge for the craft helps them to make the right judgements every time. This knowledge acquisition is for the entrepreneur and for their team as well. This study highlights the importance of relational learning to artisan entrepreneurs as they head a small

business by bringing a strong alliance between their team members through greater productivity for the entrepreneurial venture. Learning that takes place through informal ways has been considered the greater source of learning for artisans whilst marketing their products. To understand this relationship in greater detail, in depth interview data from 12 artisan entrepreneur who belong to four different categories of craft was utilised.

This chapter is structured as follows. The next section presents the theoretical background and a review of literature on artisan entrepreneurship and entrepreneurial learning. Next, this paper provides an overview of the applied methodology and justifies the choice of artisan entrepreneurs in Pakistan as a research context. In the next section, findings are presented followed by a discussion in the light of extant research. Finally, the last section presents concluding remarks as well as implications of this study and limitations of this research.

4.3 Theoretical background

4.3.1 Artisan entrepreneurship

Creative professionals around the world always finds it hard to balance their creative passion with an economic logic. The significance of creative industries and their contribution to economic gain has been drastically improved over the last few years (Ratten, Costa & Bogers 2019). Academic scholars, economist and practitioners have started showing great interest in studying artisan entrepreneurship (Chen et al. 2015). Artisan entrepreneurs follows their passion and end up building their business around their own creative passion (Ramadani et al. 2019). This process not only enables the entrepreneur to own their idea and interest, but it also ends up helping and maximizing the wellbeing of society (Arias & Cruz 2019). The social value generated

through artisan entrepreneurship helps to engage a larger number of societies through business practices (Arias & Cruz 2019). Artisan entrepreneurs are usually characterized by their craft with each craft belonging to the respective entrepreneur having a strong cultural association and affiliation to that society, culture, or country (Ferreira, Sousa & Goncalves 2019). In other words, artisan entrepreneurs are providing their services to preserve the heritage of the country or region in which they are located.

Artisan entrepreneurs are referred to as individuals who use their hands or cultural knowledge for a business pursuit (Pret, Shaw & Drakopoulou Dodd 2016). Locally made products have been capturing a lot of interest in last decade and the commercialization of creative industry has provided opportunities to create more creative communities (Cardon et al. 2012). The creative venture run by the artisan entrepreneurs transforms the behaviour of that region. Artisan entrepreneurs are creative professional who follows their creativity and transform it in a business venture (Hoyte 2019). This means that there is a particular do-it-yourself kind of attitude in artisan entrepreneurs. This attitude helps in utilizing and exploiting the social capital in the community (Partouche-Sebban, Razgallah & Maalaoui 2019). Risk is an important element of entrepreneurship. In artisan entrepreneurship, following the passion and making it a successful business combines both past and future risk management (Marques et al. 2019).

Artisan entrepreneurs are often viewed as lifestyle entrepreneurs and their business venture is associated with low or non-growth orientation (Cardon et al. 2012). Artisan entrepreneurs are essentially the agent of change in society. They possess business and technical skills involved in creating the end product. In addition, the intense involvement in making a product or service is a special element in artisan

entrepreneurship (Ferreira, Sousa & Goncalves 2019). Traditionally, artisan entrepreneurs tend to utilize the social capital of society to make a product (Ratten, Costa & Bogers 2019). To do this, they market the product in the same community which doubles its emotional association to the society and its culture locally (Cardon et al. 2012). The uniqueness in each idea belonging to the artisan entrepreneurs comes from the local culture, which creates a competitive advantage in the market (Hoyte 2019). This results in businesses belonging to artisan entrepreneurs running differently to other companies. This means that the aesthetics of an artisan entrepreneur gives their business a unique value (Lent et al. 2019).

The entrepreneurship literature lacks studies on artisan entrepreneurship. With globalization, there is an increased competition in all businesses around the world (Pret, Shaw & Drakopoulou Dodd 2016). It brings equal competitiveness to artisan entrepreneurs. Artisan entrepreneurs must believe in their skills, talents, and passion to create an equally benefit monetary value like other businesses (Morris et al. 2012). The product and services provided by artisan entrepreneurs are crafted locally and aimed to reach the maximum audience through its creativity and innovativeness (Pret & Cogan 2019).

4.3.2 Artisan Entrepreneurship in Pakistan

In Pakistan, there are mass produced products that are exported to all over the world. It includes many products from local artisans. Globalisation have helped them to connect with the global marketplace. The recent governmental change has put a lot of support in developing and encouraging artisan entrepreneurs (Solymossy 2005). It has provided them a unique opportunity to not only earn their livelihood but to reach out to maximum audience. This will help in changing the perception regarding the marginal communities as well. Pakistan has a rich history and diverse culture (Urbano

et al. 2019b). The craft belonging to artisan entrepreneurs has an equally benefited competitive advantage to international brands. Shifting from contemporary marketplace to mainstream requires lots of learning. Many efforts have been initiated at a governmental level to create appropriate places where artisan entrepreneur can learn and adapt newer technologies.

4.3.3 Entrepreneurial learning

Entrepreneurial learning covers the basic necessary knowledge to start a business and advanced level knowledge to expand and upgrade the business activities (Politis 2005). The origin point of entrepreneurial learning of any entrepreneur lies in the existing experience and knowledge of the entrepreneurs (Deakins & Wyper 2010). It is a general perception that entrepreneurs largely learn on their job (Markowska & Wiklund 2020a). This means that there is not a set formula to learn about the market before entering and mastering the knowledge as it involves an ongoing process of learning (Thomas & Moisey 2006). The complexity and uncertainty of time triggers the need of learning. Social norms in the society around an entrepreneur facilitate their entrepreneurial learning (Cope 2011). Thus, the process of entrepreneurial learning is influenced by cognitive, behavioural, and societal factors. Entrepreneurial learning is a nonlinear and discontinuous process (Markowska & Wiklund 2020a). It mainly depends on how the entrepreneur reacts to the current problem. The process of learning is constant as every day the entrepreneur is exposed to different types of challenges.

The present literature on entrepreneurial learning is still emerging. The individual learning literature suggests that the learning done through immediate challenges is often transformational. This is due to challenges and problems for entrepreneurs resulting in a rich source of learning for them. Artisan entrepreneurs put together

small to medium size businesses in the world (Cope 2003). Managing small businesses involves more turbulence in the process as the learning events lie in their entrepreneurial journey. According to (Gibb 1997) learning is done to cope with the changes in the environment and to survive in the market. The complexity of learning events cannot be measured as it is subjective in nature. It is solely based on individual value judgment (Gibb 2000). Entrepreneurial learning is derived from personal, environmental, and psychological factors.

4.3.4 Contextual Nature of Entrepreneurial learning

Entrepreneurial learning has a contextual nature as social processes mature over time. Hence, perceptions regarding task complexity and uncertainty cannot be decided before time (Newman et al. 2019). This means entrepreneurial learning can be considered as a ‘be in time’ chain reaction process for an entrepreneur. Believing in one’s own ability to respond determines the likelihood of good or bad decisions. In the absence of one’s own belief, it is difficult to respond to the uncertain challenges (Dalborg & Wincent 2015). Higher levels of learning is needed to cope up with more dynamic situation. The changing business landscape demands innovative and unique solutions to everyday problems (Rwehumbiza & Marinov 2019a). Double loop learning is needed to attain a higher level of entrepreneurial learning (Zozimo, Jack & Hamilton 2017). An entrepreneur delineates the higher level of learning from starting a business venture to managing it throughout its journey. Recognizing and acting on opportunities related to entrepreneurial learning (Korsgaard, Ferguson & Gaddefors 2015). Many theorists argue that a differentiation is needed between entrepreneurial knowledge and entrepreneurial experience as they both contribute to the process of entrepreneurial learning (Wang & Chugh 2014). Artisan entrepreneurs often finds opportunity recognition through cultural participation and involvement. Hence, the

learning does not stop there, as it is a continuous process to survive in the market to meet cultural and social needs (Markowska & Wiklund 2020a).

4.4 Methodology

4.4.1 Research context: Pakistan

For this study, Pakistan has been selected because it is an emerging economy. The artisan entrepreneurs are working hard to survive in the market. Pakistan has a rich cultural and historical context. Entrepreneurs across Pakistan have started engaging in revitalizing the creative industries of the nation. Active participation of artisans from different areas have strengthened the growth of this industry. Creative industries in Pakistan are contributing to economic growth in a steady manner. Being an emerging economy, artisan crafts from different entrepreneurs across the country is commendable. Despite these efforts, research on Pakistan in entrepreneurship literature is very limited. It is also important to acknowledge that information about the artisan entrepreneurs in Pakistan is scant in print, electronic media and academic literature.

4.4.2 Research method

To study the entrepreneurial learning of artisan entrepreneurs, a qualitative research methodology has been selected as an effective approach. Generally, entrepreneurial learning is considered to be quantitative in nature but qualitative research will help to provide more detailed information than the quantified numbers (Gartner & Birley 2002). A qualitative research approach will help to indicate where there is more investigation required (Grant & Perren 2002). It will help in identifying the unexplored context and perspectives. This means that the unit of analysis has been

studied in detail and the results will not be generalisable and replicable in other settings. According to (Perren & Ram 2004), qualitative methods have been considered suitable in studying entrepreneurship and small business research. This means that qualitative research will help in understanding complex situations that will narrow down the underlying theory. It will aid in studying the learning of survival skills needed for artisan entrepreneurs to stay in the market in Pakistan.

4.4.3 Sample selection

The interviewees for this study are selected by purposeful sampling. Within the creative field, four different sets of artisan entrepreneur have been studied in this research (Fillis 2004). The sample of total 12 artisan entrepreneurs was selected. Since the sample is drawn across the different artisan entrepreneur groups, the interviewees represented four different fields: fashion boutique, hair and makeup salon, jewellery designer and pottery. These entrepreneurs have been selected from different cities of Pakistan.

4.4.4 Data collection and analysis

The artisan entrepreneurs were contacted through telephone to know about their availability. Interview time ranges from 45-120 minutes in all 12 interviews. Table 4.1 describes the interviewees' background and their entrepreneurial activities. The interviews were conducted face to face with all twelve artisan entrepreneurs. All interviews were digitally recorded. Interviews question mostly comprised of open-ended questions. Interviews were held at their own studios or shops to make them more comfortable. The interviews began with a general question about their business which helped them to open up and share their lived experiences and critical incidents (Guba & Lincoln 1982). Each entrepreneur has their own challenge and survival need.

The interviews were held in the native language of Pakistan which is Urdu and were later translated in English. The translated version was sent back to the entrepreneur to double check its meaning and for clarity. Furthermore, documents like their business website and social media pages were also analysed as a secondary source of data.

Interviews were transcribed verbatim to help in a systematic analysis of collected data. The data collection and interpretation process were taken place at the same time. This enables us to reach theoretical saturation (Knafl 1991). Data was analysed by using the GIOIA methodology (Gioia, Corley & Hamilton 2013). It helps in reaching and maintaining the qualitative rigor in research. Transcribed data has been read multiple times and helps in gaining better insights of the interviewees. The process of coming up with first order concepts was done parallel with gaining insights from the literature. The literature regarding artisan entrepreneurs and entrepreneurial learning has been mentioned in theoretical backgrounds of this paper. After analysing the first order concepts, themes started to emerge. In GIOIA methodology, aggregate dimensions are derived from second order themes. The visual representation of data is also presented in findings section. The visual representation helps in identifying the interrelationships among different in the study (Gioia, Corley & Hamilton 2013).

4.4.5 Results

Characteristics of interviewees and their craft

Table 1 identified the code assigned to each artisan entrepreneur in this study. Thus FB1, FB2 and FB3 are the entrepreneurs who are running their own fashion boutique. They are involved in designing, preparing, and selling clothes. JD1, JD2 and JD3 are jewellery designers. They design their own jewellery and use different raw materials. SN1, SN2 and SN3 are makeup artists. They run their own beauty salon and create their own customized artistic and creative looks for different events. PT1, PT2 and

Table 4.1: List of Respondents

N	Nature of Business	Code	Number of employees	Interviewee's position	Duration (in minutes)	Education
1	Jewellery Designer	JD1	5	Founder	70	Secondary, Vocational
2	Beauty Salon	SN1	8	Founder	58	Secondary
3	Fashion Boutique	FB1	7	Co-Founder	55	Tertiary
4	Fashion Boutique	FB2	10	Founder	53	Secondary
5	Fashion Boutique	FB3	9	Founder	56	Secondary
6	Beauty Salon	SN2	6	Founder	92	Tertiary
7	Pottery	PT1	4	Founder	51	Secondary
8	Jewellery Designer	JD2	3	Co-Founder	119	Tertiary
9	Pottery	PT2	3	Founder	46	Tertiary
10	Beauty Salon	SN3	9	Founder	64	Postgraduate
11	Pottery	PT3	5	Founder	100	Secondary
12	Jewellery Designer	JD3	7	Founder	89	Postgraduate

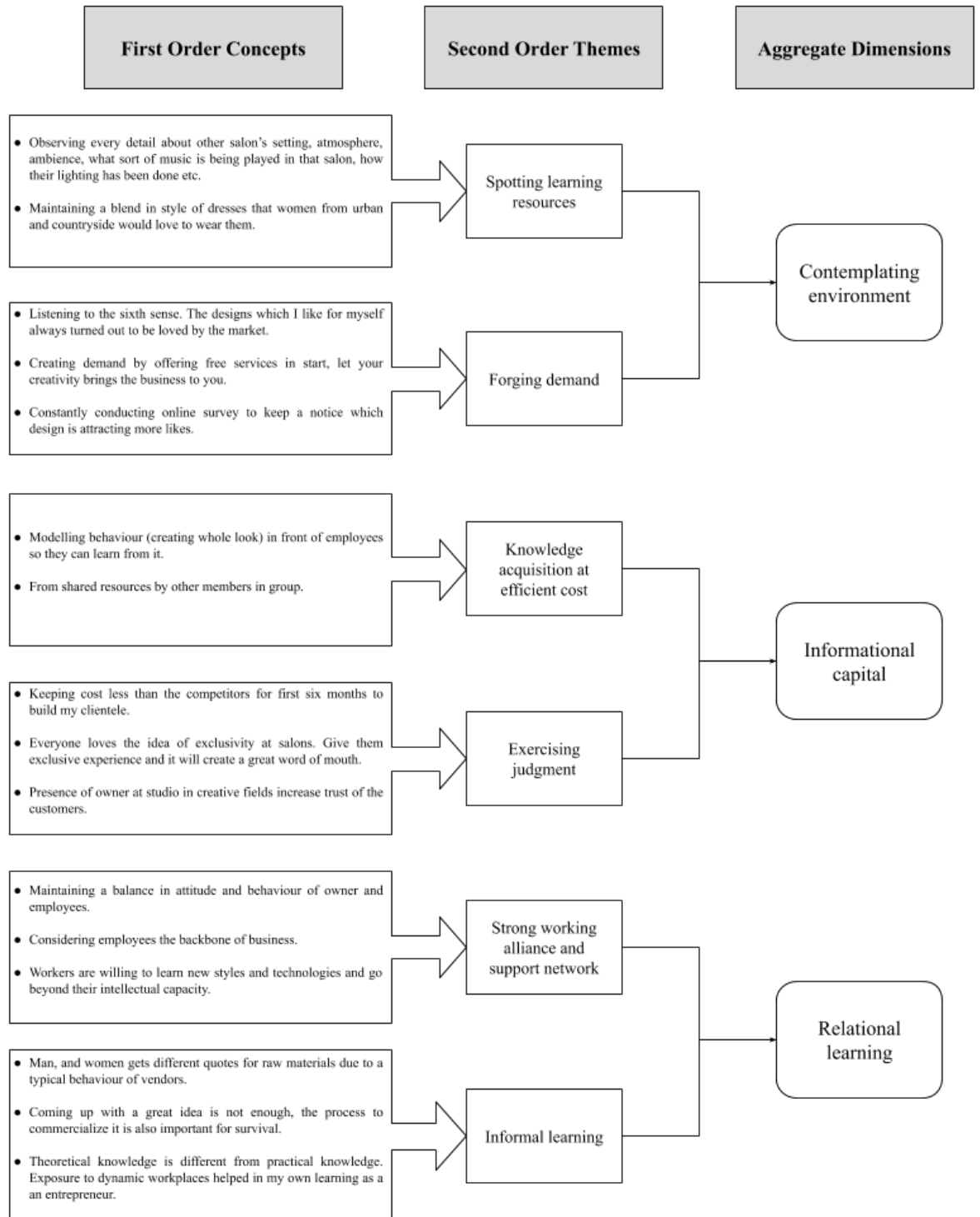
PT3 are the artists involved in pottery who create home décor and many other items from the scratch.

Analysis of results

The analysis of interview data has been resulted in developing codes for the interview data. GIOIA methodology has been used to analyse the interview data. The data structure shown in figure 1 has been created by using the fundamentals of GIOIA methodology. The interview data in which text has a similar or equivalent information have been assigned with a similar code. Figure 1 shows the three-level analysis of interview data i.e. first order concepts, second order themes and the aggregate dimension. First order concepts are the codes assigned directly to the raw data. These are the words that interviewees have used. The figure covers the minimum of the exact quote. Original quotes from the interviewees have been presented in the findings section. Second order themes then emerge from the first order concepts. Several concepts have combined to come up with a theme. Aggregate dimensions are the further abstraction of second order themes.

This data structure shows that artisan entrepreneurs are trying to maximize their learning through every possible way. Their skill and craft need entrepreneurial learning to survive in the market. Regarding the entrepreneurial learning, the entrepreneurs interviewed mentioned different forms of learning taking place from the start of their business venture till now. Their survival is based on many things. Learning from past experiences, present technologies and foreseeing future is required to run a successful business venture. The following section of findings, will discuss the results further, using the transcripts of interviews which will help to illustrate the three aggregate dimensions in figure 4.1.

Figure 4.1: Data structure



4.5 Findings

We have found that for survival, entrepreneurs are using different forms of learning. Their art, craft and skill need different factors to make a successful product. They all are interconnected but the use of different sources of knowledge is influenced by the context for these entrepreneurs.

Contemplating environment

Artisan entrepreneurs included in this study has shown that their experience of running an entrepreneurial venture have helped them in learning. Scanning the environment before introducing a new craft is an important way to predict for its success. The environment around the entrepreneur constitutes the level of experience they gain. Learning is an ongoing process. The process of creating a craft and successfully market it, involves many steps where learning is required. Learning can be done at all levels. It is not about the formal learning always. SN2 has stated in her interview how they have learnt the ways to make their business successful. She said,

Before starting my own salon, whenever I used to visit any other salon, I used to observe every detail about their setting, atmosphere, ambience, what sort of music is being played in that salon, how their lighting has been done etc. It has helped me a lot to know about the small things that contribute in creating my skill a brand that I can sell and market.

She reflected in her interview that she was always fond of creating new looks and portraying her creativity through her makeup skills. The problem comes when she had to put it all up as a business and make her product significant in the market. Her

experience of observing surroundings facilitated her in making right choices. Her previous experience was a learning resource in her entrepreneurial journey.

Another entrepreneur who runs her fashion boutique mentioned her life experience helping in making the business a success. She belonged to a family where her parents were in the military. She had an opportunity to travel across Pakistan in her childhood and teenage years. Her love and passion for colours, fabrics and styling was multiplied with her exposure to different cultures within the same country. She mentioned in her interview that living in different cities across the country has helped her observe and learn the colour and styles of each city. She (FB3) said,

I have lived in every province (state) of Pakistan. I had an exposure of living and feeling the culture of each city associated to that province. When I was living in Southern Punjab, our maid used to wear clothes of vibrant colours. Their colour combinations were weird. But the embroidery work was very beautiful. I have always loved traditional Pakistani dresses. I wanted to make it with modern cuts, styling, and colours. So that a woman sitting in urban area doing corporate job can wear it as well as a country population.

An artisan entrepreneur who creates her own designs of jewellery from scratch to final product, mentioned in her interview that she believes in creating and sensing her demand for designs before she put them in the market. She (JD1) said,

I always listen to my sixth sense. Because I always feel that the designs which I like will have eventually interest in market. And to some extent it turns out to be true. It works. We are constantly conducting an online survey. We keep a close look on online pages and notice which item is attracting more posts. Which posts are

getting more likes? Furthermore, I have a huge social circle. So, I keep on talking to others about what they need right now.

Entrepreneurial learning involves multiple sources when it comes to artisan entrepreneurs. Since the business of these artisan entrepreneurs are not at a large scale. The processes they are following to market their products and turning their skills in business are unconventional. Another entrepreneur who is been involved in the creative field for so long has also mentioned the idea of creating demand in the market before entering it. She (SN1) said,

The models that I used to take along for my makeup course were my friends. They loved their looks in those classes. Slowly they used to come and ask me to create different looks for their events. So, it started like that. They used to say that we love when you do our makeup. A month or two I did it casually doing for fun and I did not charge anyone. But when they keep on coming regularly, they were like we are so embarrassed that we are not paying, and we do not want to come like this again and again. So, I started charging minimal and then I saw a flood of people coming. And within few months I was able to quote my prices for each service. I started off in my mom's home and people were still paying. A year and a half down, whatever I saved up and rented my own place and then there was no going back.

The level of belief these entrepreneurs expressed in their interviews about their skill and craft was outstanding. They loved their art so much that they were willing to offer services for free in the beginning. They manipulated the environment around them and explore the opportunities to transform their passion into business. SN3 also said,

“During the start of the business, I didn’t get any business. Mostly people do not want to try new salon as they have trust on their beauty salons where they have visited previously for all the services. So, it took a lot of time to make contacts with the customers and to gain trust from them. As my customers started feeling satisfied with my services, they started recommending it to their family members, relatives and even their colleagues and others. So, it worked as a chain for me and people tried my salon and we connected.”

Informational capital

Information works as an important asset in any entrepreneurial venture. It is an important resource that can work in the benefit of entrepreneur. This aggregate dimension has been emerged from two themes i.e. knowledge acquisition at an efficient cost and exercising judgement. Entrepreneurs have mentioned the importance of knowledge acquisition in their entrepreneurial journey. Whether it is part of the running of their business or improving their product or upgrading their craft and skill, it is needed at all levels. SN3 has mentioned in her interview about their experience where she mentioned the need to learn for not only herself but other team members. Other employees working for them constantly need to learn to keep up to date with the creativity of their team guide. SN2 has stated in her interview about believing in modelling behaviour for their employees so they can learn from her. She said,

I try to do every makeup and create a look right in front of other members who work with me at my studio. Now if they have the ability then can pick it. There are few girls who are working for two

years but they are unable to learn anything. On the contrary, there are some girls who learn very quickly. They can gain knowhow about things in a few weeks after they start. So, it depends upon individuals how they quickly they pick up. I try to transfer my knowledge and form of art to them.

The idea of creating a shared space where everyone in the team can feel free to come forward and learn what they want, works beneficially in creative fields. Artisan entrepreneurs have their personal competitive advantage. The vision of each creative person is different. This personal vision is their competitive advantage. It can be imitated. Hence, they believe in creating a shared learning space in their studios for another team member. It is the cost-efficient learning resource for the team members and the entrepreneur.

There are many stages in a successful entrepreneurial venture where entrepreneurs take decisions on their judgment. Artisan entrepreneurs know about their craft and they have the relevant knowledge and experience about their product. The existing knowledge and experience help them to make decisions. This acquired instinct of making decision by the entrepreneur has a strong underlying root in their analytical skills of their skill. PT2 has stated in their interview about exercising the judgement for better choices. She said,

One must sell their product according to the market. The market here in Pakistan is such that people do not value it if it is either too cheap or too expensive. I have benchmarked few of my competitors and I monitor their prices .I have planned that in the first six months my prices would be lower as compared to them till the time I build up my clientele. I built up my circle. And it works best for me.

Another entrepreneur believes in providing exclusivity to customers in terms of service and product. She mentioned in her interview that she created an environment in her studio where the customer will get the feeling of receiving an exclusive service. The sense of receiving a service which is customized and not shared with anyone else bring customer satisfaction in creative services. SN3 said,

I started in July 2008. In the beginning I started with six girls. Five were the staff girls and one receptionist in a one & half L shaped room. One side was designated to makeup and the remaining was for hair cutting, blow dry and styling. And I from the beginning loved exclusivity. I felt that I would do rather less and good than working a lot and end up compromising quality. I still hold up to that. I always believed that I would stay exclusive. I never thought about the market. So, my business strategy or vision is to always put yourself in the client's shoes. You will always know what to do. You will never go wrong. The first and foremost thing is exclusivity. I used to hate going to salons which were flooded with clients. I hated that and I did not want that for my salon.

There is a strong power associated with the perception of personal presence. For this artisan entrepreneur she mentioned about her judgment where she thinks that creative fields demand the presence of team guide at the site. Although it is difficult to maintain a personal presence all times, but that decision has brought positive outcomes to their business. SN3 said,

My personal presence at my studio is my most important resource. Sometimes my customers do not take my team seriously. The customers listen to me more than my team. They come to my studio

for my creative vision. My presence is the biggest factor. And it has shown lot of difference in my entrepreneurial business. When customers know that I am present and I keeping a check on whatever service they are receiving even I am not doing myself. It makes a huge difference.

It takes a lifetime to develop an individual craft. It is learning process to get established as a business along with innovating the skill and craft. SN3 admitted that they get more customers coming in for available services when they find the artist in studio. No matter how much the team has learnt and tried to bring equivalent services like the artist. Customers always feel satisfied by interacting with the artist. This is quite a challenge. It is not always possible to maintain a personal presence at studio. As being an entrepreneur, managing the business is also their responsibility.

Relational learning

Relational learning is effective in creating a strong sense of social capital. Entrepreneurs have emphasized the importance of a strong support group in progressing and flourishing their business. PT3 shares a story where the strong relation with one of the partners has created a balance for her in running a business. She said,

It is amazing as we are perfectly compatible. I am temperamental and he is the cool one. So, if I am super angry, he would just be quiet and let me vent. And when I have cooled down, he would talk me out. It is perfect compatibility between us. I am looking at the operational side of the business and responsible for my craft, and he is looking at the marketing side because that is his forte.

Every process in a business need a different kind of temperament to deal with it. It is so evident from PT3 interview that she realized the importance of strong support network because it is helping her to manage the business. The balance in attitudes and behaviours create significant difference in the productivity of the business. Several entrepreneurs expressed their trust on the network they have. FB2 shares the experience of strong working alliance in the team. An artist needs a strong trustworthy team to create an innovative and creative product. FB2 believes in her team members and it has brought positive outcomes for her every time. She said,

I must provide everything to my workers who do embroidery work.

But my tailor has learnt operating WhatsApp and he is educated. He himself is fond of designing and at times he modifies in dresses. It helps me a lot that my workers are ready to learn new technologies and styles.

She stated that ‘it is a blessing’ for her that her workers are willing to learn new technologies. It gives her immense trust and respect for the workers. Each member in the team has different intellectual capabilities. When everyone is willing to learn new technologies, that is where a synergy comes into the process. It brings a fruitful result for the creativity in the business. PT1 shows immense trust in their employees. She said,

When I enter my studio, it gives me huge personal satisfaction! It is more of family over here. I love everyone over here. It is like a therapy for everyone. I am lucky and blessed that I have found my true calling and passion in it. I have channelled my energy bringing together my passion into a venture. My most important resource is my employees. the backbone of my business is still employees.

Because they are the ones who are willing to do anything. I can only teach them something once or twice, but they are the ones who execute things. If you come here at my studio and I am not here. They are the one who will deal you. They are here to do it. So, the employees are the ones who are the backbone to keep this running. I make sure my employees know their importance to me and to this business.

Considering employees, the backbone of the business and making sure that employees are aware of that, is the belief shown and practised by PT1. She shares many instances in the interviews where she gives all the credit to her employees for working day and night to complete the new ideas. In addition to that, creating an environment comfortable and creative for team members to grow has also been practised at her studio. It involves the learning for her team members as well as for her. She mentioned in her interview that many of her interns have provided some great fresh perspective to her pottery work.

Formal learning provides a strong groundwork in creative fields. The importance of informal learning in the creative industry is equally important. All the artisan entrepreneurs included in this study emphasized the importance of informal learning, which has helped them to run their entrepreneurial business. They did not have any knowledge about running the business. Their qualifications and degrees belonged to their skill and craft. They did not have any knowledge of how to run a business. Every entrepreneur shared their story of learning and know-how of running and operating a business. Their journey of creating skill and craft into a product that they can sell involves many informal learning resources. FB1 expresses her struggle of marketing

her designs in the beginning. The exposure of designs to more audience was missing for them. She learnt that with experience. She said,

I cannot compromise on the quality and creativity of my designs.

But to convert that design and commercialize it, is important and was difficult for me. I may come up with a great design but the sale for that design could be very pathetic if I do not know how to market it in a proper manner. I think these two go side by side. I have put equal investment on design process, production, and marketing of my designs now.

Coming up with a new design is not enough for the survival of the business. These learnings took place informally. Entrepreneurs did not know about it before starting their own business. Theoretical knowledge is not a substitute for the practical knowledge. Many entrepreneurs agree to this fact. FB2 shared an interesting story with the vendors to get the raw material. She believes that for her most of the learning took place in the field when she goes for buying raw materials. She said,

When I go to buy my raw materials, it is a common practice that vendors quote higher prices to me because I am a woman. But when my partner who is a male accompanies me then they tell actual rates and negotiate on rates too. For women, they quote price of Rs 1000; whereas the actual price is Rs 500, and they close the deal on Rs 600. I have learnt this once I entered the market and started my passion for commercial purposes.

Learning is often taken place at the sites where no one predicted them. The attitude of vendors toward women artisans has resulted in quoting higher prices. It is an unusual kind of behaviour. No formal learning can make them prepare for such situations. The

important aspect to this interesting fact is that entrepreneur can identify these learning curves in their entrepreneurial journey. It helps them to grow and prosper in their respective fields. Transforming the skill into a business has exposed them to practise their social and interpersonal skills as well. Being an entrepreneur, it is essential to have a strong interpersonal skill. Exposing themselves to outer markets, can help them improve their interpersonal skills. Informal learning is a pervasive ongoing phenomenon, which results in knowledge creation. Structured formats and processes cannot be beneficial in the cases which has been share by FB2. Such situations demand more informal learning. It not only saves many resources, but it cultivates towards the entrepreneurial experience of the entrepreneurs.

4.6 Discussion

Entrepreneurial learning takes place through a number of events during entrepreneurial processes (Zhang & Hamilton 2010). However, in addition to the struggle of artisan entrepreneurs, their craft and creativity never gets affected. The present study examined how artisan entrepreneurs are using their skill and craft to run a successful entrepreneurial venture. The results of this study bring together three important aspects of entrepreneurial learning in the business life of an artisan entrepreneurs in Pakistan. The three aggregate dimensions are contemplating environment, informational capital, and relational learning. In this section, the findings of the study will be discussed under the theoretical approach of entrepreneurial learning.

Entrepreneurial learning from environment

Entrepreneurial learning links the importance of political, personal, professional, and environmental spheres (Brockman 2013). The environment around entrepreneurs presents a positive influence on learning activities for entrepreneurs. The survival rates of new businesses largely improves with more access to general existing resources (Chattopadhyay & Ghosh 2008). In this study, artisan entrepreneurs discussed widely how the environment around them has compelled them to engage in learning activities. These learning activities then helped them to transform their skill and craft in a successful business. Many researchers argue that the environment can sometime become hostile for the entrepreneurial growth of the businesses (Chikweche & Bressan 2018). Thus, in our study the environment has brought many positive outcomes to the entrepreneurs. This nature of entrepreneurial learning from the environment generates radical changes to entrepreneurial practice within the community (Williams & Kedir 2019).

The obtained insights indicate that in the creative industry, using the skill and art to earn money depends largely on how much an entrepreneur is willing to learn. Following (Dodd & Hynes 2012), the influence of local context has a direct relationship with the learning of entrepreneurial processes by the entrepreneurs. The opening argument of this study maintained that entrepreneurial journey of an artisan entrepreneur has its own learning events that lead to a successful venture. The interviews, however, revealed some additional ways of scanning the environment for learning purposed by artisan entrepreneurs. The finding means that learning resources within their entrepreneurial experience are important for artisan entrepreneurs. The purpose of creating a demand for their art is solely based on the mission of entrepreneurial venture. It has turned out to be significant for the entrepreneurs. Artisans are not bringing any previous entrepreneurial experience to their business.

Hence, the resources present in the environment itself does not create a learning resource for entrepreneurs (Sengupta, Sahay & Croce 2018b). It rather depends on how the entrepreneurs are exercising them.

Entrepreneurial learning from existing capital

The level of understanding for entrepreneurship is based on how the individual entrepreneur is willing to extend their cognitive abilities (Minniti & Bygrave 2001). This means that creativity, cognition, and the process to identify and exploit the opportunities are all inter-related. In line with extant research, opportunities emerge depending on what are the intentions of the entrepreneur. While interviewing the entrepreneurs, it is evident that whatever the resources they had, they were trying to channelize them in the right way. Trying to gain knowledge for themselves and for their team at efficient cost shows how much this asset has value to them. This supports the findings of (Gibb 1997) who noted that entrepreneurs use their intuitive skills to learn while doing business.

Business decision have been made based on current information. Entrepreneurs learn to make decisions by learning through the people around them (Rae 2004). Artisans are creative people who exercise their creativity in making decision as well. Finding solutions for the problems beyond the current practices of business is an innovative thinking in its nature (Rae 2017). The interviewees have shared many innovative ways of reaching the point of making a decision. The judgements made for their businesses (small) have brought fruitful results for them. This has strengthened their beliefs of thinking out of the box and to continue their journey of entrepreneurial learning and making their craft a successful brand.

Entrepreneurial learning from professional and social networks

The impact of social networks around entrepreneurs have been explored in various studies. Prior studies revealed the strong relevance of personal and social networks in entrepreneurial experience (Ravasi & Turati 2005). Human interaction within the social context brings a number of learning events. The entrepreneurs in the study discussed many benefits of having a strong personal and social networks groups (Zozimo, Jack & Hamilton 2017). This included creating a shared space where every team member can learn. The intention of learning more by the team members resulted in positive productivity for the business. Thus, the findings of this study support Politis's (2005) vision, which focused on the relationship between entrepreneurs' career experiences and entrepreneurial knowledge. In this study, the artisan entrepreneurs learning experiences helped them to commodify their business knowledge for an entrepreneurial purpose. This meant learning which is not done via the formal sources have resulted in more beneficial for the artisan entrepreneurs. This includes learning in the field and dealing with vendors, which has given a lot of exposure to artisans. The learning of their perspective skill and craft is equally important within the entrepreneurial journey. Moreover, their passion and handcrafts turned into business ventures needs to follow business rules to survive and cope with other commercial markets.

4.7 Conclusion

Since academic research on entrepreneurial learning among artisan entrepreneurs in emerging economies is still emerging and limited, this study seeks to advance the understanding of how artisan entrepreneurs use their skills to survive in the market. Entrepreneurship plays a leading role in the development of all economies around the

world and also contributes to the reduction of unemployment especially in developing economies. However, unrealistic assumptions about the gain and revenue from business may be misleading for many new artists wanting to start their own business. This study focuses on an emerging economy context of Pakistan. The results highlight how artisan entrepreneur's business revenues are critically different from other profit and growth maximum businesses. The artisan entrepreneurs involved in this study belonged to four different categories: fashion boutique, jewellery designers, makeup artists and pottery. Artisan entrepreneurs have a competitive advantage in their skill as it involves using their own hand designs and creativity. The businesses involved in this study are small businesses. The major goals for artisan entrepreneurs engaged in entrepreneurial activities is to maintain livelihood and earn money from their craft. Artisan entrepreneurs are passionate to make their skill profitable and successful in the market. They are working together with their team and social networks in a collegial manner. This compliments (Baron & Henry 2010) who described the process of entrepreneurship, starting with the motivation that leads to opportunity identification, knowledge acquisition, performance and then success. This paper also summarizes such steps for artisan entrepreneurs to transform their art into a business venture by proactively trying to improve their learning curve of entrepreneurial venture. The entrepreneurs involved in this study have spent more than a decade refining their art and craft. Their trust and belief in their skill is the main motivation to have a successful entrepreneurial venture. The entrepreneurial learning that is helping them to grow their business and earn money has been taken place through different ways.

Based on the conceptual frameworks of entrepreneurial learning, this study sought a deeper understanding about the importance of learning activities for artisan

entrepreneurs in running their businesses. An analysis of the interview data provided support for the conclusion that entrepreneurs are utilizing each learning resource and experience coming their way for an entrepreneurial business. The results further reveal that scanning the environment for learning resources and creating demand has helped them in the beginning of the business. This study also confirmed that creating a demand before entering the market has helped them familiarize the customers about their art and skill. Overall, the resource that appeared to be most valued and that offers the best results for entrepreneurs is exposing their art to the masses. To this end, the present study also sought to elucidate what kind of learning activities are beneficial for the entrepreneurs. Essentially these entrepreneurs are unanimous in confirming that learning from support networks and informal ways have given them a new perspective to run a business and market their craft.

4.8 Implications for policy and practice

This study adds to the literature on entrepreneurial planning and artisan entrepreneurs in emerging economies. The dynamics of an emerging economy like Pakistan is different from a developed country so the findings from this study have relevant implications for artisan entrepreneurs who decide to enter and operate in markets with similar environments particularly in developing economies. From a practical perspective, this study contributes to the learning resources available to entrepreneurs. This means that the results of this study will allow a deepening of the academic knowledge regarding different processes of entrepreneurial learning that the entrepreneurs are following. Based on the experience of each entrepreneur, there are different ways where entrepreneurs have utilized the economic, cultural, social, and personal capital. Therefore, it is evident that artisans should not be discouraged in

starting a venture solely just because they lack an essential resource (money). Instead they should be aware of the ways that can be utilized to transform their creative capital into a successful business. Policy initiatives should be made according to the need of artisan entrepreneurs to support in their creative business life. Finally, this research highlights the value of engaging in conversation with practicing entrepreneurs to learn more about their experiences in different environments.

4.9 Limitations and further research

Throughout this study, several limitations were encountered. These limitations could guide future research. These limitations should be considered when interpreting the results and for further research. This research is purely qualitative, so it presents some degree of subjectivity in the analysis of results. This means that the interpretations of findings prevent direct generalisation of results to other contexts. As Roundy (2017) suggests it is important to understand the underlying logics of entrepreneurship that influences behaviour, The lack of objectivity will not allow to generalize these results on any other emerging economy. These limitations could be the beginning point for future research. Future research can contribute to filling this gap by also looking at other geographical contexts in which there is a high level of handicraft industries like Pakistan. For example, more research could focus on India and Ecuador who are also recognised worldwide for their artisan sector. This would help to provide a better cross-cultural comparison about whether Pakistan has a specific context due to its historical and cultural conditions that make it conducive to artisan entrepreneurship. This is inline with previous research by Garcia-Rodriguez et al (2015) who suggests that there are cross-cultural differences affecting entrepreneurial intentions. This study could be extended to other artisans with different crafts to facilitate comparisons. This

could include gender comparisons in order to understand whether this plays a part in the success of an artisan business. As Hechavarria (2016) states culture has an important effect both on commercial and social entrepreneurship. Thus, more research is needed on how culture affects the prevalence of commercial and social forms of artisan entrepreneurship. This would enable a better understanding of whether profit or non-profit artisan businesses are more influenced by cultural conditions. In conclusion, this study has paved the way for further studies in the area of artisan entrepreneurship in emerging economies.

4.10 References

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Chapter 5. Women entrepreneurs and humane entrepreneurship: An emerging economy perspective

5.1 Abstract

In this chapter, we examine how women entrepreneurs who are living in an uncertain political and economic environment of an emerging economy act as servant leaders to encourage the culture of humane entrepreneurship. Using a qualitative approach, this study analyses the narratives of 18 women entrepreneurs through semi-structured interviews in terms of their policies regarding humane entrepreneurship. The results show that the women entrepreneurs develop a caring ethos based on their individual characteristics that are beneficial for the employees and also enables the country context to utilise humane policies regarding entrepreneurship. The women entrepreneurs have taken different steps to contribute to an awakening in the society, which works for the wellbeing of their customers and the environment. Our findings contribute to the novel theory of humane entrepreneurship in a developing economy context, which has not been done before thereby adding to the field of humane entrepreneurship and entrepreneurship policy in emerging economies. Limitations, implications, and conclusions are discussed that show the importance of developing a humane entrepreneurship approach especially in developing countries and amongst marginalised individuals in society.

Keywords: emerging economy, humane entrepreneurship, Pakistan, policy, servant leaders, women entrepreneurs

5.2 Introduction

Humane entrepreneurship is a facet of becoming human and an important addition to the more commercialised notion of how entrepreneurship is conducted in society (Parente et al. 2018). This means humane entrepreneurship as compared to more traditional forms of entrepreneurship compel every individual to look for the philosophical study of being and how they can contribute to society (Kim, Eltarabishy & Bae 2018). Every religion and culture in the world tend to describe their own definition of existence that influences the practice of entrepreneurship. In ancient Chinese philosophy, they talk about the cosmos relationship with the earth whilst other religions believe in the higher power of God (Salamone 2017). The literal meaning of being includes all the living creatures residing on earth, which can influence how entrepreneurship is perceived in society. On the contrary, the word ‘becoming’ refers to the philosophical study of ontology (Pirson et al. 2019). Despite this difference in entrepreneurial philosophies, conventional economic logic does not address adequately the wellbeing of individuals and the environment. This is why the study of humane entrepreneurship is becoming more important as it balances the economic, social, and ecological goals for humanity, which means it is a very new concept (H 2020; Ulla & Jarna 2013). However, in recent years, the notion and concept of humane entrepreneurship have received increased attention in the academic world (Kim, Eltarabishy & Bae 2018; Parente 2020; Parente et al. 2020a). Despite the popularity of humane entrepreneurship as a way of incorporating more of a societal perspective in entrepreneurship studies, there are currently very few studies on this area of research in developing and emerging countries (Kim, Eltarabishy & Bae 2018). This means that there remains a major gap in this area which this article

seeks to fill by exploring the culture of humane entrepreneurship in Pakistan. The main research question of this study is: *How do women entrepreneurs act as servant leaders to encourage a humane entrepreneurship culture in Pakistan?* Since the field of humane entrepreneurship is in a nascent stage, this study follows a qualitative approach for theory building. We interviewed 18 women entrepreneurs in Pakistan to explore how they practice humane entrepreneurship in their respective businesses and how this can influence entrepreneurship policy.

In the next section, the literature on humane entrepreneurship will be discussed. As there is very limited research available on this area, we have included the literature on servant leadership and humanistic management, which is related to this study. The methodology is then discussed, and the findings are presented. Finally, the discussion and conclusion are followed by the limitations and the practical implications of this research.

5.3 Theoretical background

5.3.1 Humane entrepreneurship

The existing literature on entrepreneurship is generally separated into financial or social reasons why entities enter into innovative, risk taking and proactive business activity (Ratten & Jones 2020). This means there tends to be a lack of integration with the human side of entrepreneurship that incorporates both financial and social objectives. Humane entrepreneurship is a newer form of entrepreneurship that places emphasis on incorporating the human needs of business development (Lee, 2020). This means that humane entrepreneurship unlike other forms of entrepreneurship focuses on how to incorporate cultural values of empathy and empowerment with entrepreneurial activity (Parente et al. 2018). Thereby highlighting how

entrepreneurship can be used as a principle to encourage more interaction amongst stakeholders regarding human resource management practices that are innovative in nature. This means humans are an important component of an entrepreneurial orientation and should not be taken for granted. Therefore, this emphasises that human input can lead to increased levels of innovation is valued. This input also assumes freedom of expression in beliefs as a way of differentiating competitors in the marketplace.

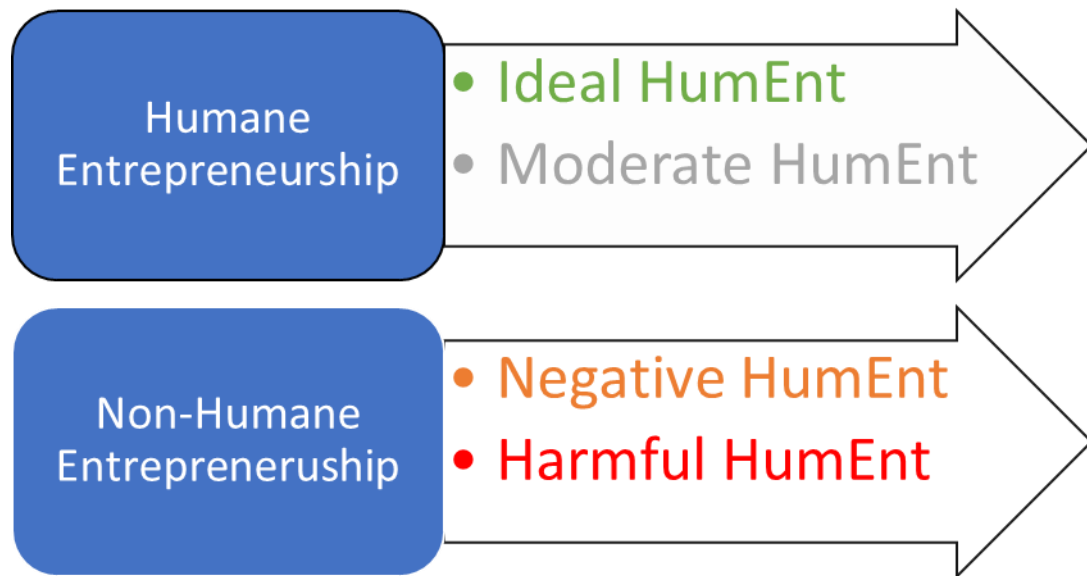
Humane entrepreneurship is a novel concept that is complementary to the existing literature on entrepreneurship but focuses more on the human aspect of business transactions (Schwens et al. 2017). This concept does not only focus of maximising the profit margins for the businesses but also advocates in the favour of employees, communities and environmental in general. Humane entrepreneurship revolves around employee welfare and sustainable environment initiatives. Humane entrepreneurship focuses on both social and financial wealth as well as creating high quality jobs (Kim, Eltarabishy & Bae 2018). This era of the 21st century demands dynamic capabilities from all businesses to survive and flourish in the market (Roundy & Fayard 2019). The traditional capitalist economies yield employment whilst humane entrepreneurship talks about quality jobs with more socially responsible business principles (Carroll 1991). Humane entrepreneurship advocates the idea of developing and encouraging human capital. Investing in human capital brings much higher results in societies (Hitt et al. 2011). Human capital is an intangible asset but it is not easy for businesses to coarticulate human capital and its benefits in their balance sheet (Sena & Ozdemir 2020). Researchers have studied the impact of higher human capital in higher productivity. Recent research has argued the

human capital is an important source to bring innovation in the businesses (Bentley & Kehoe 2020).

Humane entrepreneurship moulds three different concepts under its conceptual umbrella. It talks about entrepreneurship, leadership, and human resource management. It is defined as a “virtuous and sustainable integration of entrepreneurship, leadership and human resource management (Parente et al. 2018). The successful implementation of these concepts into an enterprise will be result in more quality jobs and wealth (Kim, Eltarabishy & Bae 2018). This theory presents four levels of businesses to be humane in their orientation. These levels are Ideal, Moderate, Negative and Harmful states of humane entrepreneurship.

Figure 5.1 shows these levels of businesses in humane entrepreneurship states. Ideal businesses are the ones who benefit their employees and societies along with their financial goals. It results in positive outcomes at all levels. Moderate humane entrepreneurship refers to the business with no positive and negative outcomes. It is not working in the favour of employees and environment yet it is not posing any negativity and harm to the society. The negative state of humane entrepreneurship is depicted in the worsening impact on employees and society’s wellbeing that is not yet involved in a permanent cycle. The harmful state of a business emphasises the occurrence of harm to human capital and the environment. The negative outcomes are continuous in its nature and impact societal wellbeing. Caring for human capital, environment and society should be included in the strategic plans of the business under humane entrepreneurship theory (Aguinis & Glavas 2012).

Figure 5.1: Humane entrepreneurship states, Adapted from (Kim, Eltarabishy & Bae 2018), p.24.



Humane entrepreneurship is a combination of entrepreneurial orientation (EO) and humane orientation. Entrepreneurial orientation revolves around the ideas of being proactive, risk taking and innovative (Ireland, Hitt & Sirmon 2003) whereas humane orientation gives more importance to empathy, empowerment, and enablement. Businesses with a high score on entrepreneurial orientation will eventually be high on humane orientation (Kim, Eltarabishy & Bae 2018). Entrepreneurial orientation drills down to the exploitation of new business opportunities (Lumpkin et al. 2013). Academic research for years has suggested that the entrepreneurial posture of any company lies in its competitive advantage of being innovative and constantly seeking new ways to renew their competitive advantage (Hechavarria et al. 2019). The concept of entrepreneurial orientation is well developed in the literature as it involves the combination of an organization showing advantage seeking and opportunity seeking behaviours (Ireland, Hitt & Sirmon 2003). Despite the popularity of entrepreneurial orientation there has been criticism on the concept due to the reliance on innovation, risk taking and proactiveness without considering other factors

(Parente et al. 2018). This means that newer concepts of entrepreneurship such as humane orientation that incorporate more of a societal perspective are being used in the literature. This means that the core idea of humane entrepreneurship is based on the idea of entrepreneurship contributing to the collective wellbeing of society.

The characteristics of an entrepreneur refer to the abilities of risk taking, proactiveness, and passion (Si et al. 2020). Research shows that entrepreneurs show maximum resilience and determination to make their ideas successful (Zhu, Kara & Zhu 2019). Humane entrepreneurship associates a few additional characteristics to the entrepreneurs. The corporate efficiency and presence of positive culture often improve the productivity and excellence of businesses (Urbano et al. 2019a). Humane entrepreneurs advocate the presence of empathy and empowerment in the objectives of a business (Parente et al. 2020b). The primary motive of making business more profitable should not affect the process of creating an empathetic and engaged workplace. However, the focus of business is shifted towards environmental and employee wellbeing in humane entrepreneurship (Lee 2020). The culture supporting humane entrepreneurship characteristics does not necessarily include employees as the only asset for the business (Belz & Binder 2017). The concept sheds equal importance to the surrounding environment and society's wellbeing in humane entrepreneurship (Parente 2020). Business cultures aligned with characteristics of humane entrepreneurship could produce more committed employees and loyal customers as well (Lee 2020). Psychologists have argued that any action completed with happiness certainly brings more positive results (Chinchilla & Garcia 2017). Thus, humane entrepreneurship provides opportunities for business leaders who follow the path of understanding and respecting their employees and the environment.

5.3.2 Servant leadership

Leadership is a predominant skill used to increase collaboration amongst employees in an organization (Cyert 1990). The success of most businesses depends upon the efficiency and effectiveness of their leadership. This new era of a digital economy brings more complexity for businesses to grow in the market. Hence, a new perspective is needed to address the current problems of the workplace (Vikhanskiy & Mirakyan 2018). Leaders with a higher moral compass and who are more socially responsible are needed to secure society's future. Servant leadership is an ancient concept proposed by Robert K. Greenleaf in 1977. Servant leaders always put the needs of their followers first and make efforts to create a socially responsible and empowered culture around them (Cater & Beal 2015). The efforts made by servant leaders yield greater good in the community being categorized as a positive outcome of their actions. This leadership style is categorized more of a way of life than a traditional management technique to be followed for making more profits (Eva et al. 2019). The inner desire to serve the community is emphasised in this concept of servant leadership. The pursuit of a greater good and wellbeing to the environment and people is the top priority for servant leaders (Barbuto & Wheeler 2006). The social process of entrepreneurial leadership has become wider in humane entrepreneurship. Servant leadership theory has been used as a theoretical base for advocating the main foundational pillars of humane entrepreneurship. Servant leaders always put the needs of their employees as their priority. This means they assist employees to fulfil the job (Liden et al. 2014). Another personality trait of a servant leader is to act as a steward of their employees by serving the wider community by leveraging their resources and working together to achieve a common goal.

A servant leader's life depicts the personality trait of humility, where the individual's performance and talent has been put in perspective to help a wider range of people and environment (Liu 2019). Servant leaders have a sense of empathy, which has been always present in their relationship with their colleagues. This theory backs up the fundamentals of humane entrepreneurship in terms of emphasising societal wellbeing instead of individual gain. The need to align business objectives along with community interests has been increasing day by day. The deterioration of the environment has compelled human beings to re-learn their actions. This means that business and social agendas should be parallel in the discussions for future growth. The most admirable characteristics of servant leaders distinguish them from other leaders. The processes used to achieve the desired goal from servant leaders are quite different from the centralized and bureaucratic behaviours (Lapointe & Vandenberghe 2018). This kind of leadership is not only for people working in organizations. Hence this type of characteristics is needed in every walk of life. Servant leaders do not create an environment around them where people will restrain themselves to come to them (Linuesa-Langreo, Ruiz-Palomino & Elche-Hortelano 2018). Instead they are accessible to every member of their team. Hence, it is might possible that there are different potential leaders within the same organization. Many renowned companies have cultivated this culture of servant leadership in their business, and they have seen excellent results because of this association (Qiu & Dooley 2019). Ideally, every entrepreneur needs to be a servant leader amongst their team. Usually, servant leadership is only associated with social entrepreneurship but the need of this hour is that every business becomes socially responsible. Hence, servant leaders are needed in all businesses (Rastegar et al. 2015).

5.3.3 Humanistic management

Humanistic management is a management approach in which employees are considered as important assets to the economy (Acevedo 2012). Their wellbeing is important, and they are not just treated as economic assets to improve productivity. Human beings are complex beings and there is a lot more than meeting the financial needs of the employees. Humanistic management discusses exercising the highest level of human need i.e. self-actualization (Frémeaux & Michelson 2017). This means that people in power should work in the favour of strengthening the community. There are many elements of servant leadership theory that is also an important behaviour in humanistic management and empathy is one of them (Melé 2016). The relationship between the employee and the entrepreneur should be dynamic and cultivate a positive outcome for society. To do this entrepreneurs need to work in favour of employees and it certainly takes time to reach to that level (Sena & Ozdemir 2020). This means that humanistic management is a concept which revolves around the idea of providing wellbeing. Human beings should be valued as an important source for society's progress both from an economic and personal point of view (Pirson et al. 2019).

Humanistic management advocates the laws of balancing what is needed at market returns and quality of life. This differs to the authoritative style of management, which has resulted in low productivity and less job satisfaction. The behaviour of employees is determined by the organizational behaviour where they are working and it can be a success but if not implied and cared for properly, it can turn into a huge loss for the company (Melé 2009). Humanistic management has changed the nature of the roles of entrepreneurs. Leading and managing the business can be done by keeping in mind the wellbeing of the employees. Entrepreneurs tend to create an

environment where everyone is passionate about achieving the same goal (Ratten and Jones, 2020). An interesting insight humanistic management provides to humane entrepreneurship theory is the notion of creating a culture favourable for employees (Rocha & Miles 2009).

The humanistic management approach revolves around three dimensions (Rocha & Miles 2009; Spitzeck 2011). The first element is regarding the importance of respecting the dignity of employees. This respect should be structured in its core values and everyone in the hierarchy of the organization should be able to experience it. This then results in higher job satisfaction over the long term. The second fundamental of this approach is the making of decisions through ethical analysis. This means that entrepreneurs should be able to develop a consensus about the ethical values of their organization (Pirson et al. 2019). The third element of this approach is involving all relevant employees in decision making processes (Acevedo 2012). However, creating a balance between these approaches is difficult in diverse workforce (Spitzeck 2011). Hence, it is important to stress the benefits of following this management approach in terms of leading to higher levels of job satisfaction, more loyal employees, higher productivity and reaching the level of self-actualization for the business owners (Melé 2009).

5.4 Methodology

In this study, the focus is on examining the humane entrepreneurship culture in businesses owned by women entrepreneurs in Pakistan. Generally, Pakistan has shown low levels of female engagement in entrepreneurship, but the recent government changes have encouraged female entrepreneurs to start their own business (Sahibzada et al. 2019). The Women Chamber of Commerce and Industry in Pakistan

(WCCI) has done a lot of work in encouraging women at all levels to pursue their dreams. Despite the status as ‘developing’ country, Pakistan has a lot of potential and room for improvement with respect to women’s participation in all economic and political areas. Women represent approximately 48 percent of the total Pakistan population (Kazmi 2018). However, there is still a very low number of women who are coming forward and entering the business field. In addition, there is a growth in the number of women working at management positions in different multinational and small and medium sized businesses (Owais 2020).

The purpose of this research is to develop new insights about humane entrepreneurship can be applied in an emerging economy context. In order to do this, we explored the humane entrepreneurship culture among women entrepreneurs in Pakistan by engaging in a qualitative study. This qualitative study will help in exploring and understanding the interpretations of humane entrepreneurship in Pakistan. Humane entrepreneurship is a novel area of research and there are a limited number of studies on this research area (Parente et al. 2018). Therefore, the qualitative research approach is appropriate for this study due to the limited studies available on humane entrepreneurship. A qualitative approach was considered as appropriate as it enabled richer insights to be produced (Dana & Dana 2005b). In addition, an interpretative paradigm was undertaken in order to understand the role of humane entrepreneurship in women entrepreneurs’ activities in Pakistan. This meant adopting an interpretative approach, which is useful in entrepreneurship research (Leitch, Hill & Harrison 2010). Furthermore, the context of an emerging economy will give it a different perspective. A purposeful sampling technique has been used in this study by initially contacting women entrepreneurs from the WCCI in Pakistan then asking them for further information about other women entrepreneurs who might be

interested in being interviewed for this study (Patton & Balakrishnan 2012). To gain a better understanding of how humane entrepreneurship applies in an emerging economy context, this study adapts a qualitative in-depth interview strategy. The context is important in order to understand humane entrepreneurship (Sengupta, Sahay & Croce 2018a). Thus, qualitative data can provide detailed and rich descriptions about the process and insights into how it takes place (Yin 2003). Thereby enabling the complexity of the process to be uncovered. Due to the lack of studies on humane entrepreneurship this approach is relevant as it enables new information to emerge (Maykut & Maykut 1994). This helps with understanding the reasons for adopting a humane entrepreneurship perspective and increases our knowledge about the process.

5.4.1 Data collection

A major source of information in this study is face to face interviews with women entrepreneurs. Criteria for selecting entrepreneurs is critical in this study. The first criterion was that these entrepreneurs should have a established business in the market. The life span of businesses of selected sample of entrepreneurs is 2-12 years. This aspect is important because those involved in entrepreneurial business for a long time understands the behavior of market and customers in a better way. The second criterion used was to interview only the founders or CEOs of the businesses. This criterion makes it easy to obtain information about important business decisions and implementation. Following this criteria, 18 women entrepreneurs were selected for this study. The first step was to contact these entrepreneurs, initially by email and later by telephone. This number of entrepreneurs will provide a better understanding to study this phenomenon from the lens of women entrepreneurs (Eisenhardt & Martin 2000). The reason for conducting face to face interviews was to gather an in-

depth understanding and background information from the entrepreneurs about how the process of humane entrepreneurship can be applied (Kvale 1996). All entrepreneurs selected for this study are from Punjab, Pakistan. The significance of this province for this research is very importance. Punjab is considered as a biggest business hub in Pakistan (Khan 2020). The analysis based on entrepreneurs from this province will provide a deep insight from a perspective of strong business hub. It can be observed in the sample selection that there are entrepreneurs running different kinds of businesses. It was important for this study that entrepreneurs do not belong to any business with social or not-for profit cause. It could have changed the direction of research with social entrepreneurs. Different businesses will provide a broader view and confirm that the choice of business do not affect the decision of entrepreneurs to be more humane and socially responsible (Perren & Ram 2004).

Semi structured interviews were used for data collection. Primary data was collected through semi-structured interviews lasting between 60 to 90 minutes with each respondent. The interviews took place in entrepreneur's offices. Interview questions are provided in appendix 1. All the interviews were digitally recorded, then translated and transcribed in a standardized format. The data collection is more of an exploratory nature asking about what humane entrepreneurship means to them and how they are trying to make their businesses more humane in nature (Kvale 1996). Secondary data has also been used by analysing the business websites and social media pages of each entrepreneur.

The overview of entrepreneur's profiles is presented in table 5.1. The names of the businesses and participants were omitted as requested by the entrepreneurs. However, a separate code has been given identifying each entrepreneur.

Table 5.1: Respondent socio-demographic information

Name	Age	Education	Business	Founding year of the business	Interviewee
H1	36	Masters in Agriculture Technology	Food (Sauce company)	2012	Founder
H2	40	Bachelors in Arts and Makeup diploma	Fashion designer	2008	Founder
H3	35	Masters in Economics	Shoe designer	2010	Co-Founder
H4	37	Business School graduate BBA	Textiles	2015	Founder
H5	36	University graduate, MBA	Food (restaurant)	2012	Founder
H6	45	Masters in engineering	Pesticide free products store	2008	Founder
H7	32	Business School graduate BBA	Fashion designer	2016	Co-Founder
H8	30	Masters in Health sciences	Organic products store	2016	Founder
H9	33	Master's in medicine	Organic products store	2017	Founder
H10	38	University graduate, MBA	Food (cafe)	2014	Founder
H11	39	Masters in IT	Shoe designer	2015	Co-founder
H12	38	Masters in Commerce	Textiles	2014	Founder
H13	45	Masters in Food Technology	Food (Restaurant)	2007	Founder
H14	28	Nutrition diploma	Food (Keto based food)	2018	Founder
H15	39	Business school graduate, BBA	Fashion designer	2013	Founder
H16	38	MBA	Food (Dessert shop)	2006	Founder
H17	32	Bachelor in Agriculture sciences	Organic products store	2012	Founder
H18	35	Masters in Hotel Management	Food (Restaurants and hotel)	2008	Founder

5.4.2 Data Analysis

The data in this study comprises in-depth interviews with women entrepreneurs along with the secondary data available online. Data was analysed using the principles of inductive qualitative approach presented by (Gioia, Corley & Hamilton 2013). Every verbal interaction between the interviewer and interviewee has been transcribed to avoid misinterpretations (Nag & Gioia 2012b). Data has been analysed in the three steps suggested by Gioia et al (2013). Keeping in mind the research questions of this study, the first step was to code the actual quotes of interviews. This first step of open coding has helped us in discovering the humane entrepreneurship practices entrepreneurs expressed in their interviews. The common statements in the interviews are the first order concepts. The selected quotes were reviewed and combined to create “more manageable” categories (Gioia, Corley & Hamilton 2013). These second order categories are more abstract and general in nature. The emergent categories have helped us in identifying the answers to the suggested first order concepts. This step has involved the constant comparison between the narratives of the interviews and the literature (Corley & Gioia 2004). This has helped us in developing theoretical and empirical connections. The third and last step has helped us in identifying the aggregate dimensions that are underlying the second order categories. The process of coming up with the aggregate dimensions includes the close observation of second order categories and their interpreted by consulting the prior theoretical research on Humane Entrepreneurship. The data structure formed as a result of this analysis is presented in figure 5.2.

From the data analysis, we found that there were two broad approaches of humane entrepreneurship culture amongst women entrepreneurs in Pakistan. The internal and external environment works as a mediator to connect the beliefs with the actions. We

also uncovered different ways women entrepreneurs are practising humane entrepreneurship in order to help society at large. These two aggregate dimensions further linked back to the themes and concepts being defined as “caring ethos” and “awakened society”. They are discussed in detail in the findings section.

5.5 Findings

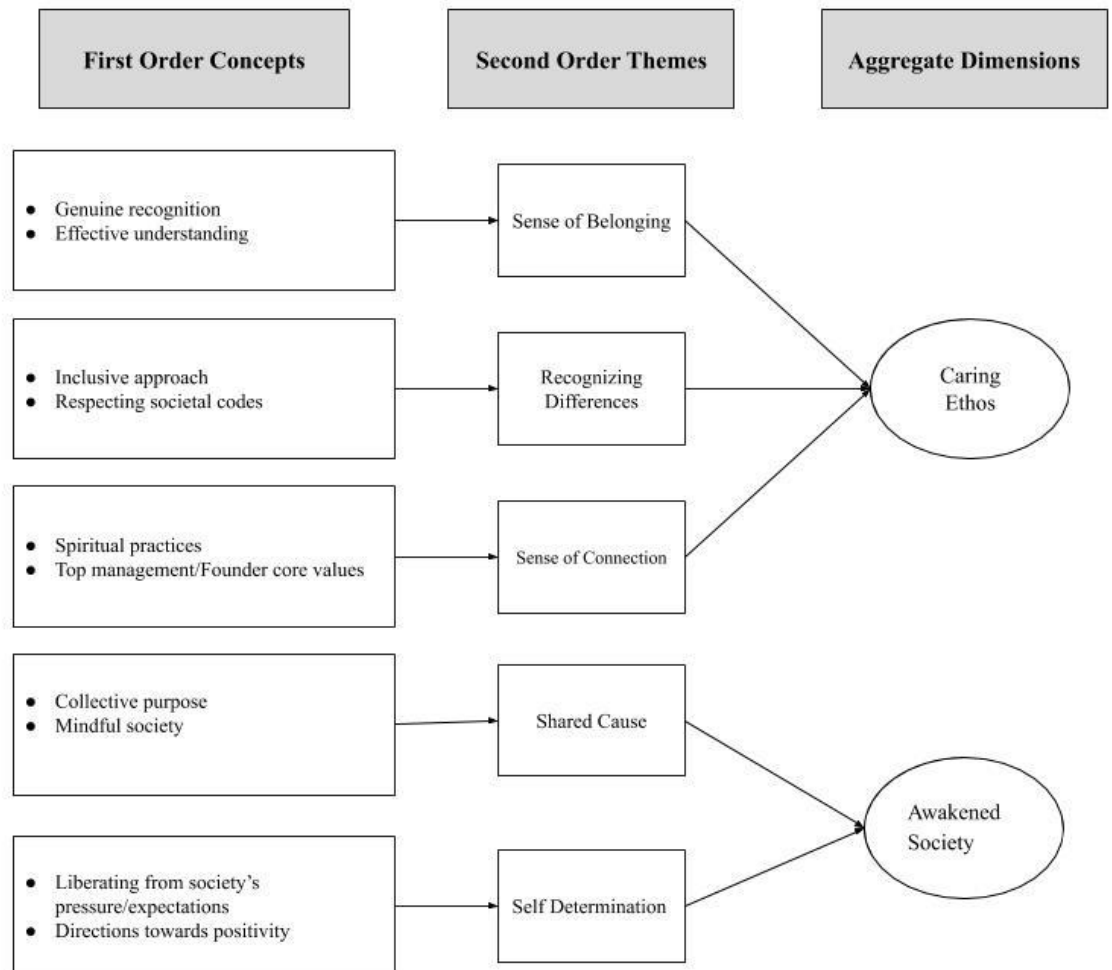
This study is based on an emerging economies context. There is a continuous level of uncertainty at governmental and economical level in Pakistan. This analysis has shown that entrepreneurs living and operating in such conditions do not take this uncertainty and risk as a weakness. This brings us to take into consideration their entrepreneurial humanistic spirits along with their love for humanity. In figure 2, we have presented our data structure, which shows a visual representation of how we have progressed from raw data to themes and then the aggregate dimensions in our analysis (Gioia, Corley & Hamilton 2013). Two major aggregate dimensions from this analysis are caring ethos and awakened society. Table 5.2 will show the first order concepts, concept definition and the representative quotes for the concepts. This table will further be corroborated using the raw interview data. Both of these aggregate dimensions cover the individual, organizational and environmental aspect of humane entrepreneurship. In the following section, we will discuss the findings in detail.

Caring ethos

The results from the analysis shown in figure 5.2 show that all women entrepreneurs have a sense of caring in their business activities. This caring ethos consisted of three

sub themes: sense of belonging, recognizing differences and having a sense of connection. The distinct essence and underlying logic of a caring ethos is that it

Figure 5.2: Data structure



depicts all those practices entrepreneurs follow to encourage the humane entrepreneurship culture. Each of these aspects will now be discussed.

Sense of belonging

A sense of belonging is a basic human need and the women entrepreneurs in our study show that they consider their employees as internal customers to the business. This means that they are equally important for them as any other resource or asset of the business. Being a servant leader, women entrepreneurs have shared their experiences

in which they act like a concerned person for their employees. The women entrepreneurs included in this study have different business life spans. Some women entrepreneurs have new businesses while some have been in the market for the last 14 years. Each entrepreneur has depicted their share of interest and expression in the wellbeing of their employees. Many management theories have proved that feeling isolated at a workplace not only lowers the productivity of the employee, but it also affects the psychological state of employees due to the lack of organizational commitment and engagement (Rocha & Miles 2009). The bonding with other humans is a necessity to create a balanced relationship. This social bonding for the purpose of recognition is evident from the perspective of one entrepreneur:

My employees are like a family to me. We promote our vendors. We do not keep them to us. When we feel they are required to be exhibited, we encourage them. We take them free of charge to different exhibitions just to encourage and promote them. We believe in growth for everyone. Vendors should not stick to one brand. They should have the opportunity to cater to as many businesses as they can. I take time to organize training for my vendors free of cost so that they learn how to grow big (H10)

This kind of social bonding and recognition is consistent across our whole sample. Studies have shown that if employees feel more attachment to the business, the business always produces positive outcomes. Metaphors like employees as “family” (H10, H7, H6), “important asset of business” (H13, H18) and “backbone of the businesses” (H5) has been observed in different instances. Here, in this study the positive outcomes are not only the monetary rewards. This means that the focus is on the wellbeing of society and the environment. The idea of genuine recognition is also linked to a broader factor concerning the social bonding of employees with the business and the environment as well.

The women entrepreneurs present themselves as servant leaders who consider their relationship with their employees as an important factor affecting their lives and future of their business. Several entrepreneurs highlighted the importance of effective

Table 5.2: Representative quotes

First order concepts	Concept definition	Representative quotes
Genuine recognition	Explaining that employees are encouraged for their contribution in the business. Showing them that they are appreciated here.	“A few years ago, I took green chilies from Sindh (Province of Pakistan) to a food festival in US, and they were amazed by the aroma and taste of these chilies. They were asking where such chili grows. Nobody knows. We are the world best chili growers. Next year, I came to know that their entire crop of chili was destroyed because they did not have pesticides to spray. From that year till now, I try my best to help such farmers who do not have funding on their own” [H6].
Effective understanding	Explaining that employees and top management are on same page in terms of mission and vision of the company.	“Girls and boys in their early 20s are doing so well. They are so evolved, and they are so aware. And it is just wonderful seeing them coming in and enjoying them. For me, the objective is bringing warmth and happiness to the café. For me it is not that much about money, but it is more about spreading happiness. It is about educating people about health-based juices and foods. It is not about making a huge name or making cafes. But not because I must avail any financial benefit. But just for the fact I am doing it for my country. I am educating people. I feel so blessed that the team I have prepared over the years, also believe in the same philosophy” [H14].
Inclusive approach	Explaining that people of all backgrounds are encouraged and supported. The individual feelings are respected.	““The real difference is the kind of freedom you get as an intra-preneur versus the extra-preneur. You have the business to run. In my job, frankly I can take more risk and do not consider much about the impact, but not in the way of the owner. I want to take risk in my choices. I do not care that commercial market will not accept me because I have my own rules for caring for my employees and customers” [H8].
Respecting societal codes	Explaining that all social values, norms are respected and well taken care of.	“It was not very easy for me to continue business in show market which is a male dominant market. People acceptance is tough” [H3]. “And back at my farms, women working there are my motivation. They get respect because of me being there, and there standard of living is improving. I sometimes quote that a woman came and told me that I have made Saudi from them in their very village. The culture of village is very different to the city. I follow their tradition when I go there. From there I felt that it is our duty to promote our people. Apart from that we cannot prosper unless we have healthy environment and food. I could not this all alone and now people are helping me out in this too” [H1].
Spiritual practices	Explaining that the actions are linked to the beliefs of the individual. Considering everyone as	“After completing my engineering degree, I constructed and ran 2 schools. After that I worked on our farms. I have developed my farms in Faisalabad and constructed a few greenhouses. Basically, we as a family are vegetables growers. Usually, our vegetables go to farmer’s market, and there everything gets mixed up. There are vegetables that were irrigated by polluted water and full of contamination. The basic concept behind starting our

	equal.	business was that we directly wanted to link grower and consumer. I had no job experience. My only motive was to provide people clean vegetable and not be dishonest with my crops” [H9].
Top management/founder core values	Explaining that central importance is always on the objectives of serving the humanity.	<p>“I wanted to make a change. We wanted to let people know how vegetables, dairy and food products actual tastes. We have forgotten their original taste. We are used to the commercial taste of all products. Initially, we used to gift people these things. But later people in our won social circle motivate us to do this work on regular basis” [H18].</p> <p>“I already see myself as much as I wanted to accomplish for myself. I hope that I am considered as one of the best. But I do not want to be like the richest person in the graveyard. And when my husband was discussing business venture I said why leave so much for the kids. They will not value it and they will not know what hard work is. I want my boys to be hard working. I see a lot of families have hardworking parents and the kids just blew it off. I am happy where I am” [H16].</p>
Collective purpose	Explaining that protecting and sustaining the relations and actions.	<p>“I have never approached any bank. This was our inherited lands. Then we had savings from our construction business, so we developed our farms. Basically, Pakistan is an agriculture country. But at present this sector is neglected. We tried to include low level farmers in this work too. We are trying contact farming. We are providing them with seeds and other facilities. Then we are trying to work in collaboration with government to promote these people. I did not take loan from any bank. In the greenhouse we have developed technologies with our own education and resources, my husband put-in those from his business” [H5].</p> <p>“And honestly speaking it’s not a profit generating business. It is more of a passion for both of us. It is about creating awareness. Every third person you hear is having cancer. The root of cancer is preservatives. And you are having plastic food. We used to hear you are what you eat. Everything is contaminated. So, meat has hormones. Chicken has hormones. So, when you are injecting hormones in your body there comes a point when it becomes a poison” [H5].</p>
Mindful society	Explaining that life has a purpose. It is not possible to separate the individual from its purpose.	<p>“Generally, people are moving away from the trend of commercialization. Everything has become commercialized with some agenda behind its ideology. I have a huge market for people who originally belong to some other cities but currently living in Lahore. They do not want to spend money on unhygienic and commercialized taste in their meals during the day. They give me their budget and I provide them home cooked food. I have never refused anyone if they have low budget. I try to cater everyone in their own cost ranges. My objective is to provide them home cooked hygienic food to the people who are living away from their families. I believe people are now getting back to the taste of home cooked food. This mindset is coming back” [H13].</p>
Liberating from society’s pressure/expectations	Explaining that non-rational norms are not the ones to abide by.	<p>“You sometimes get to hear that food items in Pakistan are contaminated. You take any food item like milk, vegetables, pulses are contaminated. I started this search to provide healthy food to family and kids. Gradually we reached here. I worked in dairy business and arranged buffalo to have pure milk for my kids. Afterwards, we thought that if we can do this for our kids, then why not we increase our production and develop it more. So, by</p>

		<p>doing this we came into the food business. And if we see the overall trend, then people are attracted towards food business. Nowadays, Pakistani economy is deprived. Our food industry is the one which is growing, and we see potential in it as well. There were many people who demotivated me not to enter a dead market. I came with a perspective. A perspective for a healthy living being. There are many cancer patients who come to us and they deal with us for a lifetime supply” [H6].</p> <p>“Till now, I have not really got any monetary benefit from my business. But that sense of fulfillment, that sense of achievement when people praise you. And the younger crowd is becoming more educated and they say your juices are healthy. We do not serve any fizzy juices here. There is no coke or diet coke. And this was something I was clear about the first day we opened. So, you are educating people and it is seeing them evolve and bringing them awareness that this is too a good and healthy food too. When I grew up here, I did not find any healthy eating place in Lahore. I do not think there is any place in Lahore that is serving juices and smoothies the way we are serving” [H16].</p>
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understanding between their team and them. Some of the respondents mentioned that they feel “blessed”.

(H9) to have team members who are ready to serve the society under their ideology. One entrepreneur stated that:

When I became a mother, I realized that whatever is available in the market is not suitable to eat. It is all plastic food. It is all full of preservatives. We are giving our kids all artificial products. In my own household I started practicing home made products. Then my partner in business, she was diagnosed from a fatal disease and the only solution for her was clean eating. That is how we came up with the idea. We looked around friends who had dairy farms. The whole purpose behind our business was to bring a change and to help educate people. We hired those ladies who are doing micro farming in their own houses. We just wanted them to be able to support their households. Money was never the purpose. It is more about taking support from people and becoming the supporter for some people (H17)

Having an empathetic understanding between the employees and the management show a strong relationship. A shared vision amongst the team will result in healthy competition and positive productivity. Most entrepreneurs who shared their experience of finally getting a team who share their cause and “when everyone is on the same page” (H6), it becomes easy to follow the set guidelines and make the surrounding a better place.

Recognizing differences

Interestingly, most women entrepreneurs made repeated references to the importance of following an inclusive culture at the workplace. There are some different and strong social, cultural, and moral norms in Pakistan. The existence of discrimination among different social classes prevails in Pakistan. This leads to the social oppression of all discriminated communities. This discriminatory behavior discourages women

from leaving their houses and work in the commercial sector. The women entrepreneurs we interviewed have shown a firm belief in the fact that everyone is equal, and they believe in providing equal opportunities for everyone regardless of their gender, age and religion. An entrepreneur whose sister was with her in the business as well pointed out this in the following quote:

I did not start the business out of need. I feel bad for those women who are doing it because their livelihood depends on it. We are in the capacity that we can take stand, or we can refuse to take orders. But there are few women who cannot do that. I feel bad for them. Usually, people show a very insulting tone with ladies who are working in the retail sector. I make sure that women in my team are well treated within my organization and outside in the market as well (H12)

Understanding the culture within a society is a sign of respect. Thus, entrepreneurs have successfully managed to express at every stage that they respect the cultural norms of Pakistan. Their mission and vision of the business never collided with the norms of this country. There are some formal and non-formal societal codes in each society. In Pakistan, people tend to follow the traditional attire in clothing from men and women in workplace and in general as well (Roomi & Harrison 2010). While working in field, modesty in dressing needs to be present. Usually, political discussion is avoided at workplace to minimize the conflict of interest. These formal and informal codes are usually followed in all businesses and all across the Pakistan (Afza & Rashid 2009). They are meant to be followed to run a successful business. It is a universal trend for successful business and not only helps in managing the internal assets of the company, but it helps in building a strengthened relationship with the other stakeholders of the business. The following excerpt supports this finding:

At my farms, the women working for my company are my motivation. They can gain respect in their community because of the opportunities provided by my business. Their standard of living has improved. In many instances, the woman came and told me that I

had been a source of hope and motivation for all the women in town. From there, I felt that we must promote our people. The culture of our town is very different from the city. I follow their traditions when I go there. Apart from that, we cannot prosper unless we have healthy relationships with our employees. I could not do this all alone, and now people are helping me out in this, too (H1)

Furthermore, the entrepreneurs also assessed that there are some norms which do not support equity in our culture. Caste-based systems and social hierarchies do not allow equity to gather its place in society. Caste hierarchy is a crude reality that stops people from utilizing their maximum potential. The tolerance level among people to discourage this bitter culture is usually overpowered by feudal and bureaucrats. It creates an unnecessary diversion of resources to a few higher classes in the country. Women entrepreneur were well aware of their own ideas and beliefs and no one can change their stance to help the people in need. As such, our interview data has highlighted the introspective nature of equity and empathy in a business and workplace. Our data highlights that women entrepreneurs demonstrate a notable resilience and love for society and the environment. This a one of the traits of being a strong servant leader. The monetary benefits have never been heard from such entrepreneurs.

Sense of connection

Sense of connection refers to the close feeling of connection to one group. Feeling connected is important for physical and mental wellbeing as it encourages strong relationships. There are many studies that show people with stronger relationships tend to be happier and more satisfied (Lapointe & Vandenberghe 2018). Pakistan is a religious country and people tend to be more religious. Spiritual connections show the connection between words and the behaviour. Many entrepreneurs have expressed

that they believe in treating employees as a “whole person” (H12) rather than a resource. The following quotes will second this finding:

It took a lot of courage for me to handover my clients to somebody else and it had to be somebody who is really good. If I get to know that my products do not match the criteria of my customer, I always guide them in the right direction. I tell them about other designers who are catering to such a market. I am a firm believer, that what God has written for me, it will come to me in any way. I am no one to stop anyone else to grow (H4).

This quote not only suggests that respondents are willing to lend their own business to other people in the market. The strong spiritual groundings lead to such kind of behaviour. Women entrepreneurs are relinquishing some part of their life to others due to the presence of strong social capital in their lives. Religion is engrained in the culture of Pakistan and it is difficult to take it out of the culture. Another women entrepreneurs stated:

I pay for my office assistant salary from my own savings. I practice the idea of Zakat donation. I do not take money from the office expense to pay for my operational staff. I try to cover that expense with my own money (H17)

Zakat is a term from Islamic finance. Zakat is a religious obligation which all muslims practice in Pakistan (Muhammad 2019). It requires a donation of certain amount from the wealth donated for charitable causes. The idea behind this concept is to help poor people and maintains a balance of wealth in the society (Wahab & Rahman 2011). The core values of an individual guide them with the principles that dictate their behaviour and helps them determine the difference between the right and wrong path. Modern-day businesses emphasize having strong core values that act as a visionary guide for their employees. Women entrepreneurs from a textile business do not believe in a formalized and centralized relationship and hierarchy at the workplace. In

the interviews, they discussed how working collectively to share the vision is a top priority. In her interview, she said:

I am a person of free soul. I just do not understand the idea of working under someone. I just cannot work under somebody. That was the main reason I switched from my corporate job to this business. I do not believe in treating my team members as my subordinates. I certainly do not want to promote the culture I do not believe in (H1)

Two further examples are from entrepreneurs in the textile and food industry. Women entrepreneurs practice and handle entrepreneurial activities according to their beliefs. The sense of connection is an important aspect in aligning the goals and objective with the employees, but it is a slow process. It is not possible to achieve it in a shorter time period. The relationship with the idea of business needs to be spiritually and culturally viable beyond the universal trends of success. Such alignment with shared goals and vision along results in higher amount of value generated from the business. We are not talking about monetary value here as the major focus in this study is to learn about the value that can serve the society and environment at large. Another women entrepreneur shared her core values and how she sticks to them regardless of the situation. She stated:

My husband wanted to start a new business venture and I told him that we have plenty of things on our plate. How much more we will make. We can make 100 times more but what would we do with that. We are already enjoying a comfortable life. We travel. Why be greedy? Why ruin our lives for work and branch out? So, we would make our lives more miserable and give less time to each other's and kids and to the society. I feel very fortunate that the greed factor was never there. It has been more than ten years. My focus is now to help people in our society (H2)

A strong sense of connection helps in building stronger relations with the people and the community (Perrini, Vurro & Costanzo 2010). It elevates the level of happiness, security, support, and sense of purpose. When people start believing in each other,

they will be able to help them in a better way. To means providing support and help to society first starts at learning about their problems (Vikhanskiy & Mirakyan 2018). It is only possible when one is connected to the same culture and values. These entrepreneurs expressed their understanding of the beliefs and values practised in Pakistan and how they try to nourish their own beliefs under existing culture.

Awakened society

The second aggregate theoretical dimension is abstracted from the connections between entrepreneurs, customer, and the environment. The women entrepreneurs in this study present themselves as responsible servant leaders and citizens, whose businesses do not give any harm to their environment and society. This theoretical construct covers the spiritual nature of individuals that can be aligned with behaviour and truth. The entrepreneurs have consistently expressed their concern to create value for others.

Shared cause

The importance of business planning and generating profits is inevitable to separate from the dynamics of business (Frémeaux & Michelson 2017). However, humane entrepreneurship talks about the social value created by business along with its usual objectives and missions (Ulla & Jarna 2013). When employees involved in the organization have meaning to their work roles, they are able to bring more value to the business (Kim, Eltarabishy & Bae 2018). Creating a collective purpose supports a culture of collaboration in the company. For example, an entrepreneur who is successful running a fashion designing hub explained that she purposefully made

changes in her business style where alternative arrangements have been made to lower the cost and make the business environmentally friendly. She stated:

We are now consciously working on paperless transactions so that we may reduce that high cost. We have reduced some of the fixed costs. We are working in offsite offices. Our team is distributed. It can work from anywhere. I do not have to work in the office and worry about the overhead costs. They do not add any value. We started practising this in the last few years. We wanted to be an environmentally friendly business. These initiatives were hard to follow. Not every employee in the business was on board with such a decision. Eventually, they also learn to work around such arrangements. (H11)

Empowering the employees to make decisions and working around the set guidelines can strengthen the employee's relationship with the organization. Mindfulness is essential in work and life but the balance between both brings a perfect result. Many entrepreneurs in this sample were successful running their organic products store. They placed a lot of emphasis on sharing their experience about how society evolved in the last few years. Few years back, no one would buy the idea of organic products or chemical free products. We have been tuned in with the commercialization. Their life experiences of how the acceptance for their business idea in the market has changed over the years. One entrepreneur expressed that:

Before starting our store, we started as a farmer's market in 2014. The whole idea about the market was to provide a sharing platform. Initially the idea was a farmer's market, and we had friends, we knew people who had home grown products and they had access, but they had no place to sell in the market. The idea was to educate people about natural, organic, pesticides, preservative, hormone free products was a big task. So, we started off with 11 vendors initially and then we grew and spread the awareness of natural organic products. Later, when we established the market we started with the store. We took little steps and observed how the market responded to our idea. It is easy to go to a convenience store and buy everything available. We aim to provide the chemical free products and it took a lot of time for people to accept this idea (H17)

Honestly speaking it is not a profit generating business. It is more of a passion for both of us. It is about creating awareness. Every third person you hear is having cancer. The root of cancer is preservatives. And you are having plastic food. We used to hear you are, what you eat. Everything is contaminated. So, meat has hormones. Chicken has hormones. So, when you are injecting hormones in your body there comes a point when it becomes a poison (H5)

Mindfulness refers to re-learn our idea of self (Chinchilla & Garcia 2017). The external environment has shaped us in a traditional way, which is favourable for their business. Moving away from discovering an individual self has brought many complications in society; physical, emotional and mental. Synchronizing the mind and body in their natural form is an essential need of the 21st century (Chinchilla & Garcia 2017). Many entrepreneurs have translated this idea in their interviews.

Self determination

Interventions to alleviate individuals to care about their wellbeing and the environment around them has been overlooked in this digital world. External compulsion should not create a hindrance in one own self act. Entrepreneurs in developing countries have lots of challenges to successfully run their business (Pirson et al. 2019). The developing countries face negative growth rates of per capita income. The poor economic situation affects the whole infrastructure and the system. The inequality and injustice have created an environment where the provision of opportunities are restricted to a few people. When the political and economical challenges do not favour the entrepreneur to come forward and grow, it becomes hard to sustain the right approach. The entrepreneurs in this sample mentioned their practises to sustain as a “rightful business” (H12). The usual expectation to behave in a way does not stop them for creating a better world around them. An entrepreneur who has faced several hardships to build her business explained that in her interview:

I think that all women must get this in their mind that they must do a business. There are not enough jobs. And the jobs are not for them because either they are either discriminated or they will not have support from the offices. They must think beyond themselves. They must work double for sure. Home based businesses are way to go from further on. Micro-entrepreneurs are the way to go because the cash to cash cycle is pretty good. So, do not wait to have sufficient investment to start. If you have 1000, you should start working. Do not wait for someone to tell you to do this. Just do it (H15)

It is an important duty of the responsible individual to identify a change that is required now (Bentley & Kehoe 2020). The emergence of health and fitness industry have compelled individuals in society to focus on health lives. An entrepreneur who is running a keto-based food company, aims to deliver her idea of healthy body to the people. To create money out of this business is a secondary priority for her. She explained in her interview:

It is difficult to sustain in the long run with fad diets as there are so many temptations around. But if you look at the history of carbs (carbohydrates) that is a different debate. The use of carbs induces repeat sales. There are companies that do not have sugar in their products. But just adding sugar and carbs, it induces more sales because it is directly linked to your brain. That is what high-end sugar does. It pleases your soul. Just like a substance, weed, or narcotics would do. So, sugar hits the same brain cells. It is a political debate because industries are getting bigger and bigger. Coke is getting bigger and bigger. And sugar industries are multi-trillion dollars industry. This is just a gimmick to keep people hooked to their products. So unnecessary carbs intake is on a high. And why cancer is on a high because we are feeding cancer cells. We all have cancerous cells, but it is dangerous when it starts to mutate and multiple. Cancer feeds on sugar and carbs. And since we are constantly feeding cancer cells, it is a matter of time when we develop it. So that is one reason why it was convincing (H14)

The need to develop a system that encourages a behavior of providing care for the wellbeing of society brings positivity around the people (Aguilera et al. 2007). Positivity directly affects the physical and mental health of the people and the

employees. The environment we build with our habits makes a huge impact on how successful you are.

5.6 Discussion

To date, the literature in entrepreneurship has been focused on monetary benefits but has neglected to discuss the responsibilities towards the wellbeing of people and society (Aguinis & Glavas 2012; Berchicci & Bodewes 2005). Small businesses tend to adapt towards the humanistic style of management then the larger organizations (Lee 2020). However, people-oriented approach improves the overall entrepreneurial ecosystem (Xu & Dobson 2019). Entrepreneurs adapt to new decisions and implement them quicker than other organizations. Previous studies advocating humane entrepreneurship explores the concept at the initial conceptual level (Parente et al. 2018). The initial exploration of the concept has unveiled different concepts merged under the umbrella of humane entrepreneurship. The concept talks about the wellbeing of the employees working in those businesses, customers and the society as a whole (Kim, Eltarabishy & Bae 2018). Humane entrepreneurship is unique in its nature as it focuses on empathy in its framework (Lee 2020). This study has provided empirical findings to a newly introduced concept of humane entrepreneurship. The findings of this empirical research show that entrepreneurs are deriving their idea of humane entrepreneurship from their own personal beliefs. The findings compliment the study of Lee (2020) where small businesses are proving to be more flexible towards adopting humane entrepreneurship. The intention of doing something good for society lays a basic framework for entrepreneurs to practice humane practices. Despite an increased interest in research for developing economies, emerging economies have different circumstances to conduct business functions (Frémeaux &

Michelson 2017). Humane entrepreneurship talks about the well-being of people and the environment (Parente et al. 2018). Implying its theoretical concepts to create a sustainable and more humane business remains uncovered. Doing so represents an empirical challenge (Lee 2020). This study happened to have the opportunity to be able to interview women entrepreneurs in Pakistan who are encouraging and trying to integrate its properties in their business.

Building our analysis, we were able to uncover some new approaches of practising humane entrepreneurship. This study elaborated on this notion of servant leadership and humane entrepreneurship. Theorizing from the results mentioned in findings section, we propose that the concept of humane entrepreneurship is not only associated to social entrepreneurs. We sought to study how women entrepreneurs in Pakistan are encouraging humane entrepreneurship in their businesses. More specifically, this study set out to answer the following research question:

How women entrepreneurs act as servant leaders to encourage Humane entrepreneurship culture in Pakistan?

The qualitative data analysis provides evidence that women entrepreneurs are practising various actions to create a high-quality job for employees around them. The interview data suggest that women entrepreneurs are trying their best to maintain environment-friendly measures in their business. In this section, we explicitly answer the research question. The findings will be situated in the context of prior research.

Recognizing a social need to act as servant leaders

We found that women entrepreneurs have consistently evoked the image of servant leaders who are present for their employees in every situation. Servant leaders hold power to be the change agent. Entrepreneurs are running their own businesses. They

have the capability to implement change. First and foremost, the thing is to believe in bringing a change or the change is needed (Berchicci & Bodewes 2005). Servant leaders help in the development and progression of other team members (Barbuto & Wheeler 2006). The concept of a leader being present to serve the people is well put in the theory of servant leadership (Eva et al. 2019). Women entrepreneurs have used different terms of them described as a servant leader. The entrepreneur's echoes as a servant leader through terms like "empathetic leader" and "someone who is concerned for their growth and development" (Liu 2019). According to the findings, women entrepreneurs are supported by other women in society. Entrepreneurs involved in this research do not run businesses specifically for social causes. The objective of making a profit and make a commercial brand is present in the mission and vision of all businesses, and it does not affect the activities supporting business functions (Liu 2019). However, along with the profit-maximizing objective, entrepreneurs are certain that they have responsibilities of becoming and behaving like a human and create a system supporting other human beings in the society.

Once the choice to become human has been made, the decisions to make a humane culture is easy to implement (Choi & Majumdar 2014). The first aggregate dimension mainly talks about the individual entrepreneur's values and the values for employees. It talks about treating each employee equal, regardless of their religion, gender, and age. The other two components of humane entrepreneurship i.e. empathy and equity are well discussed under this aggregate dimension. Entrepreneurs have used several terms explaining themselves to be empathetic and trying to create equality among their business operations. Approaching situations with broad mind is also a trait for being empathetic. We also identified some new practices entrepreneurs are following to encourage the humane entrepreneurial culture in their business. These women are

concerned about the growth of their employees. One entrepreneur said in her interview that:

I provide every kind of opportunity for my employees to grow. There is a guy (very talented) who works with me in my restaurant for years. Lasagna is his specialty. I gave him all the freedom to add his own creativity to the dish and it worked for the restaurant as well in a pretty good way. I believe in his talent (H7)

(Parente et al. 2018) have explained in their article that humane entrepreneurship is based on some basic components. It involves a discussion about employees, customers, and the environment in which the business operates. Business scores high on entrepreneurial orientation are high on humane orientation as well. Externally, internal, and individual factors should be aligned to encourage the humane entrepreneurial culture. Cutting off the labour jobs due to costs is not acceptable under the domain of humane entrepreneurship (Cohen 2006).

Developing a culture supporting humane entrepreneurship

Social dynamic scientists supports the business approach which evaluates the employee engagement in the workplace. However humane entrepreneurship talks about the empowerment and enablement of the employees. The second aggregate dimension “Awakened society” cover all the themes that depicts the culture prominently featuring empowerment and enablement. No business can survive without a proper business planning (Dacin, Dacin & Matear 2010). Humane entrepreneurship does not require businesses to stop following their objectives and go all social and work like a non-profit organization . It is not the underlying concept of this theory. Businesses are embedded in the external environment of the country (Hahn et al. 2014). Entrepreneurs in this study have mentioned many times that

though they are not operating business for not for profit but their approach towards managing it is quite different. It is evident from the following quote:

I think we have not made any profit till now. We have hardly reached breakeven. The reason behind sticking with this business is that I am satisfied that I am giving people something pure and fresh. And I feel satisfaction when I think that I am helping people to be healthy. This is my motivation (H10)

The existing literature on humane entrepreneurship is very limited (Parente et al. 2018). It is a new concept. Prior studies did recognize that there is a need for a different approach to do business in 21st century. Government is highlighting the importance of more sustainable strategies and shift has gone back to wellbeing of individuals. This is consistent with this study that no matter how much the economic challenges are prevailing in Pakistan, entrepreneurs are supporting employees and working for the betterment of the environment. Hence, our findings refine the current understanding of humane entrepreneurship.

5.7 Limitations and future research suggestions

This study provides a starting point for future research on how the theory development of humane entrepreneurship can be applied in an emerging economy context. As such, this study has some limitations that future studies can consider and address. The sample selected in this study is based on women entrepreneurs and the reason of selecting only women entrepreneurs is mentioned in the methodology section. A comparative study could be done to analyse if there are any different humane entrepreneurial states between women owned and men owned businesses. Additionally, future research can expand the scope of this study by examining whether businesses with a shorter life span have a different approach to becoming humane in nature. This sample does not include new businesses in the market but there are entrepreneurs who have made a mark in the market and their presence is not

challenged in the current time frame. This means that an entrepreneur who has just entered the market will have a different approach to humane entrepreneurship. Furthermore, future studies could explore the same research problem from a quantitative approach to extend the study in multiple developing countries.

5.8 Practical implications

In terms of practical implications, we would like to raise a point that potentially the entrepreneurs have some capability to shift their businesses mission and vision according to humane standards. This means that they are not answerable to board members in implementing a new approach but are considering the societal effects of their action. Hence, it may be useful to develop a humane entrepreneurship model for women entrepreneurs, as it will help them in challenging the developmental process existing in certain emerging economies because of religious factors. Therefore, this research can serve as a way of recommending to entrepreneurs that they should try to adopt a humane entrepreneurship culture for the wellbeing of society.

The article also investigated how entrepreneurs can emphasize the social need of becoming humane businesses and then how they can develop practices cultivating humane entrepreneurship. Participants have shown that the wellbeing of employees is directly linked with the sense of belonging associated with their business. The idea of coming up with a team that supports their vision was at par with the research on servant leadership (Jonsson & Lindbergh 2013). Therefore, this article has discussed the importance of having a spiritual connection for entrepreneurs which results in positive practices that support the environment and the community. As originally stated in this article the emphasis was on the journey of being to becoming and how humane entrepreneurship is all about becoming human. Pakistan is a religious country

where the majority of the population practice the religion of Islam. Thus, the connection of religious beliefs in supporting the fundamentals of humane entrepreneurship has been consistently observed in the findings of this study (Lumpkin et al. 2013).

5.9 Conclusion

This research focused on women entrepreneurs in Pakistan and how they are conducting their businesses in order to follow the human entrepreneurial culture perspective. This chapter explored how entrepreneurs are acting like servant leaders in order to achieve humane goals for their businesses. The findings identified four different levels at which entrepreneurs described themselves as humane, which are individual, internal, external, and environmental level. The individual-level recognises the idea of servant leaders emphasizing more empathy in their business practices. The internal level basically talks about their relationship with employees, whereas the external environment covers the nature of their relationship with customers. The environmental level considers societal interactions that enable the women entrepreneurs to act in a humane way with regards to their business relationships.

This chapter therefore bridges the gap in academic literature through the exploration of humane entrepreneurship culture in an emerging economy context. Using the existing literature, the framework given for humane entrepreneurship has been observed and followed through in the whole data collection process. Therefore, the findings of this study have both practical and theoretical implications. Theoretically, this article contributes to the literature on humane entrepreneurship, which is still in a nascent stage. There has been a vast literature available on servant leadership but the

connection between servant leadership with humane entrepreneurship has been expressed throughout this research.

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Chapter 6. Spirituality and entrepreneurship:

Integration of spiritual beliefs in an entrepreneurial journey

6.1 Abstract

Purpose

The role of spirituality in entrepreneurship is a new area of inquiry that has emerged from different scholarly fields. There is no specific way to study spirituality as it rather depends on the context and influence of religious beliefs. This chapter aims to study the integration of spirituality in the entrepreneurial journeys of individual entrepreneurs in Pakistan. Thereby focusing on the factors that set reassurance for entrepreneurs to practice their spiritual beliefs in an emerging market context.

Design/Methodology/Approach

Using a qualitative research approach and data from entrepreneurs in different businesses, we examine how entrepreneurs reach the point where they are willing to run their businesses based on their spiritual beliefs. The data analysis technique used to study the entrepreneurs is the Gioia method of analysis, which enables key themes to emerge.

Findings

This study finds that the process through which Pakistani entrepreneurs run their businesses based on spiritual beliefs within their mission and goals can be considered as (a) discerning spiritual beliefs (b) affirmation of spiritual beliefs and (c) materializing beliefs into action. Each of these spiritual beliefs has been accumulated through lifelong learning and experience in which trust in business relationships is highlighted.

Social implications

The insights of this study can be applied to different entrepreneurial ventures in order to create a framework of entrepreneurial businesses that incorporate spirituality within their mission and vision statements. It can then be used to design education and training activities for other spiritual entrepreneurs to enable further entrepreneurial development in different communities.

Originality/value

Spirituality can alter the entrepreneurial nature of a business. This means that entrepreneurs who possess high spiritual beliefs can incorporate their spirituality within specific business functions in order to enable a more positive outcome. This study stands as the first in Pakistan to consider the ways entrepreneurs incorporate their spiritual beliefs in their entrepreneurial journey.

Key words

Entrepreneurial activity, entrepreneurial community, spirituality, spiritual beliefs.

Paper type

Research paper

6.2 Introduction

Research on the role of spirituality in entrepreneurship is growing because it can help in creating social good in communities and the environment. Spirituality can be studied at the individual or organizational level depending on the environmental context (Rocha & Pinheiro 2020). There is an abundance of research discussing how the presence of religion and spirituality should be studied together as it is becoming difficult to ignore the role of spirituality in business. Communities with strong religious backgrounds are often studied in order to learn about the spirituality concept (Fathonih, Anggadwita & Ibraimi 2019). This is due to the way entrepreneurs are often engaged in business ventures based on their sense of commitment and meaning. Thus, the success of their ventures derives from their dedication and vision based on the future of uncertainty. Spirituality enables entrepreneurs to go beyond what is expected in society in order to present new ideas for existing problems.

This study will examine the integration process of spirituality into entrepreneurial endeavours. We suggest that practising spiritual beliefs in business takes a lot of courage and having a strong spiritual background. Through in-depth analyses of entrepreneurs in Pakistan, this study will outline the process in which they practise their spiritual beliefs in businesses. Within this broader examination, three distinct aggregate dimensions are found. Collectively, these aggregate dimensions describe the process of practising spirituality. Beliefs are made after the lifelong learning and experience of entrepreneurs that is based on trust in terms of having a spiritual beliefs with the intention of doing something good for one's own self and society (Tang & Lin 2019). The idea behind the entrepreneurial businesses was often based on providing a service to the community and protecting future challenges. The services

incorporated in business are meant to satisfy the entrepreneurs beliefs in the shape of operant and operand resources. Moreover, the process of self-actualization has been satisfied with integrating spirituality in personal and professional life activities. This means that the individual beliefs of entrepreneurs have been translated into the mission and vision of their business. When the spiritual beliefs are visible in the mission of any business, it can create a better team and helps in achieving both social and economic goals (Khari & Sinha 2018).

This chapter is structured as follows. Firstly, the research question is justified by providing emerging literature on spirituality and entrepreneurship. Secondly, the qualitative research approach on entrepreneurs of Pakistan is presented, describing the findings in terms of three aggregate dimensions achieved through the Gioia method of analysis (Gioia, Corley & Hamilton 2013). The relevance of the findings with the existing literature are also discussed. Finally, the implications and limitations are stated that provide for a better understanding of spirituality in entrepreneurship particularly in an emerging economy context.

6.3 Literature review

6.3.1 Spirituality

Spirituality invigorates a sense of purpose and ability to achieve anything in the world. It is considered as an essential part of every human being and influences their daily activities. The abilities of a human being are based on how they exercise and utilize their spirit. This means that the level of creativity and optimum performance levels are linked with the level of spirituality evident within an individual (Rocha & Pinheiro 2020). Spirituality has been studied in different disciplines, including psychology, theology, and sociology. Religion and spirituality are often integrated

together in studies but spirituality and religion are not synonymous as they can be studied separately (Ganzin, Islam & Suddaby 2020). Individuals practicing no religion can also have a strong spiritual value system and is defined as an 'inner experience to connect with the higher power' (Amin Mohamed et al. 2004, p. 106). This experience is usually reflected through the values towards self, other and nature. Researchers have studied spirituality in an organization and entrepreneurial setting, with the findings of such studies showing that spirituality encompasses a strong frame of reference for entrepreneurs in initiating and running their business in a responsible manner (Singh, Corner & Pavlovich 2016). Spirituality influences cognition which therefore modifies the behaviours in general of an individual. This means that spirituality involves a high level of cognitive processes (Zain, Abd & Rafi 2015). There has been an increase in studying the role of spirituality in business by focusing on new and ancient approaches (Astrachan et al. 2020). Another view of spirituality is defined as harmony with oneself and with the social environment in which we live (Pio 2010; Raco 2019). This reflects the idea that every human being is born with such harmony. Normally, people find their calling in religion and faith (Dryjanska 2020). However, the grounding of their cognitive beliefs are the initial origins that drive them to certain value system (Balog, Baker & Walker 2014).

Spirituality in the business field is often referred to as a process of evolution that connects the entrepreneurs to have a higher level of meaning for their work (Kurt et al. 2020). This is evident from the research that entrepreneurs find their inner beliefs as a motive to initiate a new business venture (Neubert et al. 2017). Businesses with individuals practicing a high level of spirituality do not encounter themselves in economic gain only. The social gain achieved through the accumulation of tangible and intangible resources also can help their businesses to perform better and grow

(Benefiel 2003). Spirituality is often encapsulated under the belief system and religious practices. However, in this study, spirituality is not viewed as a religious concept. Human beings are composed of various facets such as cognitive, physical relation and spiritual (Nwosu et al. 2019). Being spiritual describes the individual's attitude which is developed from their perception of their experience of the spirit. Many researchers have defined spirituality as the process of focusing within to achieve awareness of self (Benefiel, Fry & Geigle 2014). It addresses the connection with self and with others in society.

6.3.2 Role of Spirituality in entrepreneurship

Spirituality integrates the moral, social and religious values of the entrepreneur in the running of their business (Kolsome 2010). Spirituality allows the entrepreneur to think about the betterment of society. It does not address the need for fulfilling financial needs. It gives a perspective to help humankind in general with their actions. Entrepreneurs are responsible to add and create more wealth for society (Nandram 2016). Spirituality has provided a different way to incorporate flexibility and creativity in businesses. Creating and maintaining a sense of community is another positive output of practising spirituality for entrepreneurs (Rehan, Block & Fisch 2019). Spiritual community shares common goals and objectives that helps in creating a bond based on mutual trust and respect. It is considered as a mean to self-actualization process for many entrepreneurs (Varela & Sheringham 2020). Spirituality provides a sense of meaning at work for all entrepreneurs. Entrepreneurs with a high level of spirituality find more joy in taking their business to the next level and feel happy in serving the community at large. Many researchers have argued that entrepreneurs drive their entrepreneurial pursuits from their internal values (Long & Driscoll 2015). The impact of spirituality and religion on entrepreneurship has been

attracting lots of attention. Entrepreneurs are usually characterized as someone who views the world differently and provides a solution to the problems on their own. The motivation to become an entrepreneur comes from personal values and belief structures (Rodrigues et al. 2019).

There has been a lot of literature on the argument that traditionally entrepreneurs describe their motivational need to serve the society and community in which they live in (Akhtar et al. 2017). The value and belief system that entrepreneur's practice possess a great influence on their business decisions (Rafiki & Nasution 2019). It lays a conceptual grounding of how they carry out their business. Spiritual entrepreneurs aim to integrate their morals and beliefs directly into their entrepreneurial venture. The integration of spirituality with social and economic gains is present in their vision for the business venture (Kauanui et al. 2008). Financial motivation is not the only motivation for many entrepreneurs to pursue their entrepreneurial interest. It is quite evident from the research that the initial motivation to start a business for many entrepreneurs derives from their spiritual beliefs. In the management literature, responsible business behaviour is being associated with actions influenced by spiritual beliefs. Respecting the opinion of customers, caring for employees, and maintaining and enhancing the service of product and quality are some of the responsible business behaviours (Gill et al. 2018). An entrepreneur who initiates a business venture based on these rules and aims to incorporate in their business ethics clearly expresses their strong moral and value system, which is derived from spiritual groundings. Individuals practising high spiritual intelligence will show higher levels of honesty and integrity towards society and the community they live in (Rehan, Block & Fisch 2019).

6.3.3 Spiritual beliefs and entrepreneur's decision making

Spirituality shapes the fundamental purpose of life and helps in connecting the actions of an individual to their purpose in life (Albaity & Rahman 2019). The presence of spirituality molds the individual's self-worth, sense of meaning and connection with others around them (Al-Kwafi, Abu Farha & Ahmed 2019). The belief system of any individual is the one which they follow. The actions of an individual determine how strong their belief system is in life (Wykstra 2001). One can translate their belief system into their actions (Javaid, Shamsi & Hyder 2020). The translation of the actions brings positivity and goodness amongst the community. Individuals need to give back to society and the environment through their tangible and intangible efforts (Ferguson & Scott 2008). It could be intangible benefits to society as well. The goodness that must be brought into the community can be achieved through operant or operand resources (Wijaya 2019). This belief system will eventually shape the decision making of the spiritual person. It is not possible to segregate the belief system from an individual's professional or personal life. Entrepreneurs with a high level of spirituality make their decisions based on their beliefs (Wasiuzzaman & Al-Musehel 2018).

Based on the above literature review, it is evident that the spiritual beliefs that entrepreneurs acquire based on their spiritual intelligence help them in making decisions for their business venture (Fathonih, Anggadwita & Ibraimi 2019). The decisions involved in the initiation of the venture including the running and growth of the business have a spiritual element (Bhatti et al. 2016). Each action and decision implemented for the business has an underlying meaning that serves their belief system toward life and the community around them. The idea of the business is also inspired from their spiritual beliefs that involve solving any problem for society or

helping the community at large (Dvouletý & Orel 2020). In addition, the entrepreneurial process can be done by practising the spiritual beliefs of the entrepreneurs. This study will focus on the role of spiritual beliefs that entrepreneurs practise to make their business decisions (Farmaki et al. 2020). The study will explore the ways entrepreneurs use their spirituality to achieve their self-actualization process in order to help society.

6.4 Research methodology

This study is based on the role of spirituality in entrepreneurship to support entrepreneurs with a high level of spiritual intelligence. The objectives of this paper involve exploring the entrepreneurial community of Pakistan and how individual spiritual beliefs have shaped business dynamics. There is limited research available on spirituality and entrepreneurship in Pakistan. Hence, a qualitative research design is used for this research in order to delve deeper into the topic under investigation. The explanation and description of the reality is co-created by the researcher and respondents (Bergh & Ketchen 2011). In this study, the respondents of the research are the entrepreneurs who have established businesses in Pakistan. Agents and researchers can come close to the shared meaning of reality by interacting at different (Graebner, Martin & Roundy 2012). This study is classified as a qualitative study in order to examine the spiritual decisions taken by entrepreneurs in Pakistan in order to grow their business and help the people within their community. It is not possible for the researcher to separate the previous observations and knowledge of literature from the process. This helps in building new concepts and theory during the process (Dvouletý & Orel 2020). This research adopts an interpretivist approach to study the research questions. Qualitative research is recommended for studying the

phenomenon with less knowledge in the past and due to the complex nature of the phenomena (Lincoln 1985).

6.4.1 Research context

This study was conducted in one of the emerging economies of South Asia i.e. Pakistan. At the time of the research, the population of Pakistan was 221 million (Kazmi 2018). Pakistan ranks 5th in the list of countries by population in the world. The median age amongst the population of Pakistan is 22 to 23 years. Currently, it is one of the countries with a large population of young people. The regional diversity of Pakistan is due to the mixture of historical, geographical and ethnicity of different cultures. The religion of Pakistan is Islam, but the country has many other ethnic minorities as well such as Christians, Hindus and Buddhists. This history of Pakistan goes back thousands of years and Pakistan exercises equal status of man and woman in its every sector of life. The people of Pakistan practice the religious beliefs of Islam as a religion and take their spiritual groundings from the foundations of Islam. The economic resilience in the last decade and the religious orientation of Pakistan make it a suitable region to be studied for our research question. According to the Global Entrepreneurship Monitor (2020), the societal values of Pakistan encourages entrepreneurship as a career choice and there is a high rate of successful entrepreneurs in the country (Global Entrepreneurship Monitor Global Report 2019/2020). Over the years, religious values and beliefs have been incorporated into people's lifestyle in Pakistan and affect their entrepreneurial orientation.

Pakistan has a collectivist culture and people in Pakistan are deeply rooted in relationships. Social connections in the community are considered essential in day to day life. These relational interdependences provide a strong sense of community to the residents of Pakistan. Since the official religion of Pakistan is Islam, the

interpretations of Islam vary throughout the country. All the other minorities are free to practise their religion and they possess equal rights in all sectors of life. In the beginning of this paper, it was stated how the existing literature religion and spirituality are not necessarily both needed and they can be studied separately (Rehman & Askari 2010b). Hence, this study focuses on the spiritual intelligence and wisdom of entrepreneurs regardless of which religion they belong to. Figure 6.1 shows the geographical map of Pakistan that helps to understand the role of religion in the country.

Figure 6.1: *Official map of Pakistan*



In Pakistan, social relations are a big factor in business culture. Being a collectivist society, business relations are well acquainted in the culture of Pakistan. This is one of the reasons that family businesses are considered more favourable in the social and cultural dynamic of Pakistan. With the era of digitalization, the young population has become motivated to start their own businesses.

6.4.2 Data collection

Using the purposive sampling technique, the phenomena of spirituality in making decisions for entrepreneurs have been studied in this research. Initially the screening of entrepreneurs to fit our criteria was conducted. Entrepreneurs who express the spiritual grounding in the mission and vision statement of their business were contacted. To study the process, observations and interviews have been combined in order to gain insights into the area of the research. Predominantly, semi structured interviews with the entrepreneurs have been used in this qualitative research. The secondary sources included different types of documentation related to the businesses such as articles, websites and news were also consulted for this research. Field observations and visual data in the form of pictures have also been used as a source of data in this study. All this data is valuable for the understanding of our research question and it directly contributes to the body of research as well.

Interviews have been conducted at entrepreneur's local offices. The national language of Pakistan is Urdu. The interviews were first translated in English and then transcribed. All the interviews range from 45-90 minutes. Interviewing entrepreneurs in their on-site offices helped us in gaining their trust and they felt more comfortable in sharing their idea of spirituality and how they translate their beliefs into actions while conducting their entrepreneurial business functions. Understanding the context about how entrepreneurs are running their business at an operational level has helped in building a background for this research. In total, 36 entrepreneurs were interviewed. During the interviews, the entrepreneurs were asked to describe their business, explain their understanding of value of their business to themselves and to the society of Pakistan. During the interviews, the questions do not lead towards the religious beliefs of the entrepreneurs. Interview questions revolve around the ways

entrepreneurs practice their spiritual beliefs in running a business. All the interviews were audio recorded.

Table 6.1 presents the respondents' profile in detail. The table presents the information about the role of entrepreneurs in their business. Following table assigns a separate code to each entrepreneur which will be used to mention their quotes in data analysis. The business life span of selected entrepreneurs in this study is 3-18 years.

Table 6.1: Overview of entrepreneur's profile

Code	Role	Business type	Education	Business lifespan (years)	Interview duration (minutes)
SE1	Founder	Food (Restaurant)	Master's Degree	5	72
SE2	Founder	Textiles	Master's Degree	8	63
SE3	CEO/Founder	Footwear	Master's Degree	10	55
SE4	Founder	Clothing	Master's Degree	12	66
SE5	Founder	Clothing	Bachelor's degree	7	85
SE6	Co-Founder	Food (Organic store)	Master's Degree	3	52
SE7	Founder	Spa & Salon	Master's Degree	10	53
SE8	Founder	Food (Café)	Vocational Diploma	18	79
SE9	CEO/Founder	Textiles	Master's Degree	8	85
SE10	Co-Founder	Textiles	Bachelor's degree	4	47
SE11	Founder	Photography	Master's Degree	6	65
SE12	Founder	Spa and Salon	Master's Degree	11	55
SE13	Co-Founder	Food (Organic store)	Master's Degree	7	50
SE14	Founder	Food (Restaurant)	Master's Degree	3	47
SE15	Founder	Food (Dessert shop)	High School	4	65

Se16	Co-Founder	Clothing	Bachelor's degree	5	72
SE17	Co-Founder	Clothing	High School	4	77
SE18	Co-Founder	Footwear	High school	4	55
SE19	Founder	Spa and Salon	High school	7	89
SE20	Founder	Photography	Bachelor's degree	10	55
SE21	Founder	Food (Organic store)	Master's Degree	12	45
SE22	Founder	Salon	Vocation Diploma	6	47
SE23	Founder	Clothing	Bachelor's degree	7	49
SE24	CEO/Founder	Footwear	Bachelor's degree	5	60
SE25	Co-Founder	Clothing	Master's Degree	4	52
SE26	Founder	Salon	High School	9	78
SE27	Founder	Food (Café)	Master's Degree	3	65
SE28	Founder	Food (Organic store)	Master's Degree	8	58
SE29	Founder	Food (Desserts shop)	Master's Degree	3	85
SE30	Founder	Photography	Bachelor's degree	6	53
SE31	Co-Founder	Salon	Master's Degree	7	45
SE32	Founder	Salon	Bachelor's degree	8	50
SE33	Founder	Footwear	Master's Degree	5	53
SE34	Founder	Textiles	Vocational Diploma	6	52
SE35	CEO/Founder	Food (Sauce company)	Bachelor's degree	11	76
SE36	CEO/Founder	Food (Restaurant)	Master's Degree	8	87

6.4.3 Data analysis

The fragmentary state of existing research on spirituality in entrepreneurship in Pakistan suggests the need for more analysis and interpretation. The existing literature about this topic has served as a point of origin for constructing the interview guide for

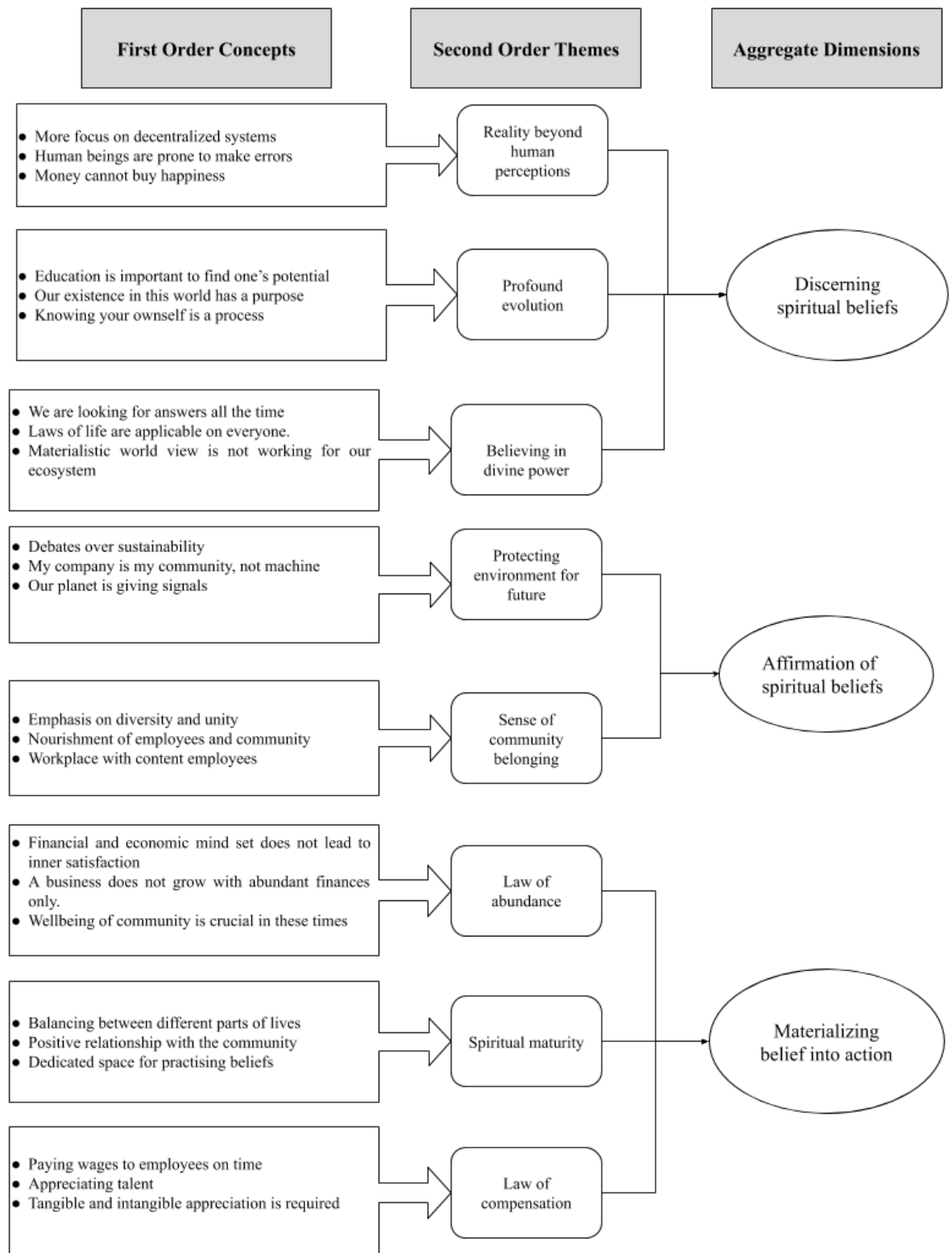
this research (Corley & Gioia 2004). The questions have been designed with the help of existing literature based on our research question. Interviews were transcribed verbatim and sent back to the entrepreneurs for their approval. The language in which they gave interviews was Urdu. Hence, it was important that they approve the transcription in the English language in order to confirm that their message was portrayed in the right manner (Patton & Balakrishnan 2012). During this process, the reflective memos that were made during the interviews by the researcher was also consulted. This study follows the analytical process proposed by (Gioia, Corley & Hamilton 2013). The analysis and interpretation in this study largely follows the Gioia methodology. As described by (Gioia, Corley & Hamilton 2013), this methodology aims to produce ‘nascent concepts’ that are not present in the existing literature. In the Gioia methodology, the interview and analysis phases are blended into one process. All the data was used to develop the data structure which is shown in figure 2. First order concepts were made from the interview quotes. These are the first level of analysis. The raw quotes taken from the interview are grouped together to come up with first order concepts (Nag & Gioia 2012a). The abstraction of first order concepts leads to second order themes. By consulting back to the literature that has been conducted on the area of research, second order themes were formed. Second order themes were used to link the first order concepts with the extant literature on spirituality in entrepreneurship. In the Gioia methodology, first order concepts that end up cumulating into second order themes depends if they are mentioned by several respondents (Corbin 2008). At the end, aggregate dimensions emerged from combining both first order concepts and second order themes. These dimensions help them to provide a more broader picture of the concepts and themes. The final data structure mirrors the different levels of abstraction.

6.5 Findings

The data structure (Figure 6.2) yielded using Gioia Method has revealed three aggregate dimensions. The entrepreneurs included in the study expressed their experiences regarding each aggregate dimension. This section will discuss each dimension in detail. The three aggregate dimensions originated from the analysis are discerning spiritual beliefs, an affirmation of spiritual beliefs and materializing beliefs into action.

In the analysis of spiritual beliefs of entrepreneurs into their businesses that contributed to three aggregate dimensions, we found 25 first order concepts that have been categorized into 8 second order themes and three aggregate dimensions. The second order themes are formed based on first order concepts. During the iteration process, themes and their connections linked together were analysed. The first dimension which is named as *discerning spiritual beliefs* addresses how entrepreneurs are expressing their spiritual beliefs by pointing out what are the basis of their rituals and what compelled them to have these beliefs. This dimension requires an explanation of spiritual beliefs that entrepreneurs believe in. The second aggregate dimension which is named as *affirmation of spiritual beliefs* addresses the ways entrepreneurs can sense the need for practising their spiritual beliefs in their businesses. Their submission to those beliefs has the justifications which are expressed in this aggregate dimension. By obtaining the answers why they feel a need to practice these beliefs, it provides an inspiration for them to take an action.

Figure 6.2: Data structure



The third dimension named as *materializing beliefs into actions* addresses all the ways entrepreneurs are translating their beliefs into their business activities. This dimension emphasizes actions based on their beliefs and is justified in first two dimensions. All these dimensions are mutually supportive. Collectively, these dimensions combine to capture a spiritual worldview of entrepreneurs in Pakistan. The logical arguments used to explain their origin of belief are also covered in the first two dimensions.

Discerning Spiritual Beliefs

This aggregate dimension concerns the expression of spiritual beliefs by the entrepreneurs in their interviews. All entrepreneurs expressed their meaning to spiritual beliefs and why they want to practice them. Table 6.2 presents the illustrative quotes from the data representing the second order themes of this aggregate dimension. Entrepreneurs have actively discussed their idea of implementing beliefs in business activities. They explained why they are important to them and what are the origin points for the basis of their spiritual beliefs. During the interviews, the constructed meaning of their faith and beliefs and its need to practice in day to day life. Some entrepreneurs described that if they engage with their employees in taking business decisions, they end up more successful in implementing the collective idea. The flexibility of working hours provided to the employees boosts their level of creativity and innovation. A recurring approach invoked by entrepreneurs was to provide employees a flexible system of working. During this process, if someone makes a mistake, it gets corrected easily. More minds engaging in the same idea brings a different perspective.

There were many instances where entrepreneurs depicted their faith in employees for making right decisions. Entrepreneurs mentioned their conviction to being a spiritual

person and having a belief in that it helps their business too. Many entrepreneurs shared their understanding about how their spirituality affected their entrepreneurial actions by taking failures as a learning experience. Entrepreneurs often noted that in business, following the culture of any successful business does not work for everyone. There is much more to be explored. Their belief of whatever works for them should be implemented. They also talked about focusing on non-material things for their satisfaction and happiness. For instance, SE14 who runs a restaurant shared their belief of not letting employees work on their festive celebrations. During the interview, SE14 illustrates her insight of believing in their faith.

The interviewee codes are mentioned in table 1. SE14 stated that

Ramadan is the month when the sales in food industry goes very high in Pakistan. Following Ramadan, the festivities of Eid also boost the sales. If I become greedy, it is very easy for me to increase my operating hours and sales. If financial gain is my main concern, I must look after my employee's association with Ramadan and Eid. It is a special time for everyone which I do not intentionally want to ruin for them by giving them extra time and same goes for myself.

Many entrepreneurs shared their feeling that human characteristics change with time. Life experiences enable individuals to evolve with time. The abstract idea of sticking to their beliefs to practise spirituality to achieve success personally and professionally is linked with a higher purpose. Many entrepreneurs expressed the belief that they give their educational journey more credit to evolve and know about their purpose in life. This sense of know how can lead to the exploration of the inner self, which comes from having an educational experience. SE19 said in her interview

Table 6.2: Representative quotes for first aggregate dimension

Discerning Spiritual Beliefs	
Second order themes	First order concepts and representative quotes
Reality beyond human perceptions	<p><i>More focus of de-centralized systems</i> I have never approached any bank or financial institution in the 15 years of my business. I do not believe in expanding the business with interest money. I do not want to involve any such money in my business. I believe that the money which I do not have any transparency that where it has come from, it will never bring any good to my business (SE11).</p> <p><i>Human beings are prone to make errors</i> God has been so kind for me. Expanding my business was such a smooth transition. I never felt that I do not have the capacity to face any challenge that will come my way (SE21).</p> <p><i>Money cannot buy happiness</i> Ramadan is the month when sales in the food industry get very expensive in Pakistan. Following Ramadan, the festivities of Eid also boost the sales. If I become greedy, it is very easy for me to increase my operating hours and sales. If financial gain is my main concern, I must look after my employee's association with Ramadan and Eid. It is a special time for everyone which I do not intentionally want to ruin for them by giving them extra time and the same goes for myself (SE14).</p>
Profound Evolution	<p><i>Education is important to find one's potential</i> Knowledge gained from my education have helped me in gaining wisdom to run my business according to my beliefs. You are what you learn. The more you learn, the vision and the means to achieve the vision become clearer (SE29).</p> <p><i>Our existence in this world has a purpose</i> I have faced many financial hardships in my life. I studied science (because it is considered as a good field of study) and ended up being a makeup artist. The conditions of my life and the paths that were built for me, they all fell together well. This was my God's plan. I respect that and I am quite happy with it. I was able to fulfil all my family responsibilities. I was a sole financer of my siblings and parents. I am happy that it all worked well for me eventually (SE5).</p> <p><i>Knowing your own self is a process</i></p>

	<p>I did a master's in environmental sciences. I have received a totally different education as compared to what business I am running now. I always had interest in the arts. My family did not allow me to pursue arts... It was all God's plan to bring me back to the field of art and creativity. I had no intention of that. God wanted this to be my bread and butter. I was a not at all a social person. Still I ended up in a field which demands socializing and networking. It all happened so smoothly that I believe it was meant to be done. It was all God's will (SE19).</p>
Believing in divine power	<p><i>We are looking for answers all the time</i></p> <p>I started my outlet in a two-room apartment. My grandmother used to run her business in these rooms. I always believed that starting my business from the same room will bring more blessings in my business. It was a place of blessing for me because of my relationship with my grandmother. I have always been a firm believer in the fact that slow and steady wins the race (SE10).</p> <p><i>Laws of life are applicable on everyone</i></p> <p>The initial 10 years of my business were very tough. Being a woman, it is hard to balance my personal and professional life. I was not able to balance both my lives certainly. It is humanely not possible. If you decide to be the best in the market, you must work hard. But now after establishing my business, it will be wrong to say that I did great in all aspects of my life. I missed spending time with my kids and family, but God helped me and gave me strength to keep up. I believe that the higher power of God can help those who are determined to bring good in people's lives (SE31).</p> <p><i>Materialistic worldview is not working for our ecosystem</i></p> <p>The kitchen at my restaurant closes at 9.30 pm. There are many clients who have contacted me to serve and cater their parties later in the night. I have set principles for my business and I will simply not cross them. It is challenging sometimes but I simply cannot do it (SE15).</p>

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Education allows individuals to gain a greater exposure to different viewpoints in the world. Learning can happen at any place and age in life. It is a continuous process. The process of self-actualization leads to the process of searching spiritual beliefs. Lifelong learning helps individuals to alter their perspective with time. Education helps in finding answers to the life. Many entrepreneurs shared their experiences where they found their purpose for life while learning. For them, they are at peace now because they have reached this level of spirituality after exploring life for many years. The strength that spiritual beliefs provide them, helps them to achieve their targets and objectives in life. SE5 discussed in her interview about how her financial hardships have exposed her to such experiences where she learnt the true meaning of her existence. She mentioned that being a sole financier in her house, her journey to help her family members to become independent and strong could not be completed without her strong spiritual beliefs.

During the interviews, many entrepreneurs mentioned that the talent and skills they possess are a gift from the divine power. Balancing personal and professional lives is a difficult challenge. Many entrepreneurs mentioned that they do not believe that any

individual alone is able to achieve their target if the universal force is not helping them to. Women entrepreneurs shared their struggle of balancing their roles as mother, daughter, sister and wife. They stated at many instances that they could not have achieved this success in their business if the higher power and universal force was not with them. SE31 shared her experience that in the first ten years of her business, it was so challenging that it was not possible for her to balance her work life with personal life. She considers the strength of positive force that helps with her to achieve her success in business and personal life.

In addition to reporting that entrepreneurs cited their spiritual beliefs as their power, material things are necessary to live the life, but the height of self-actualization and self-satisfaction cannot be achieved only through the excess of monetary benefits. Our respondents mentioned having a strong affiliation with religious and spiritual value to their relationships. The need to do something good for society at large is attributed to their spiritual beliefs based on religion. SE10 stated in her interview:

I started my outlet in 2 room apartments. My grandmother used to run her business in these rooms. I always believed that starting my business from the same room will bring more blessings in my business. It was a place of blessing for me because of my relationship with my grandmother. I have always been a firm believer in the fact that slow and steady wins the race.

Many entrepreneurs made sense out of their beliefs for practising and continuing some actions in their business activities. Building a business on your own with no help and taking all the risk of investing savings and encouraging the idea of helping people in the society can come from a non-materialistic mind set. The objective of making money cannot be excluded but along the way, the goodness and power to

change people's lives around them is based on their strong spiritual beliefs and faiths. The amount of trust on the presence of divine power, they exhibited through their work, has a strong grounding in their high level of spirituality. As a strong spiritual background, entrepreneurs advocate their trust on beliefs and faiths that they practice in their business decision making and day to day business activities.

Affirmation of spiritual beliefs

The second aggregate dimension includes the assurance of entrepreneurs for practising their spiritual beliefs in business operations and decisions. Thus, this dimension entails all the arguments made by entrepreneurs to practise their spiritual beliefs in their business operations. Table 6.3 presents the illustrative quotes of the first order concepts to make second order themes. The belief of entrepreneurs in their ability to provide answers for their spirituality allows us to construct the future they promise by delivering through their businesses. Spiritual beliefs allow the individual to strengthen their relationship with the people in the society and their good gestures towards the planet where they live in. Entrepreneurs mentioned their inspiration for helping people in their community and the society. SE13 mentioned how their entrepreneurial journey is based on the objective of providing solutions to the problems of the local community. They cited their whole journey of building a sustainable green house to grow vegetables to avoid water contamination in the villages of Pakistan. The primary motive behind the entrepreneurial venture was solely dependent on protecting the environment and community from harmful chemicals through fruits and vegetables. In the interviews, the entrepreneurs emphasized that they wanted to save nature to co-exist for future. Many entrepreneurs have categorically talked about creating awareness for a healthy lifestyle. They

mentioned their purpose of starting their business was to manage a healthy lifestyle for themselves and their community. SE6 mentioned in the interview about their idea of serving the community by practising spiritual beliefs.

Due to recent governmental changes in Pakistan, taxes for businesses have increased. The cost for raw materials has also been affected. The costs are high. Profit margins have gone down. This has never affected my passion for educating people about making healthy food choices. I do not own a big multinational company based on sugary products which are dangerous to human health. My motivation is creating awareness among the people. I have never started my business with profit in mind. Along the way, I earned money and it is a by-product for me. With time, the positive response has helped me to channel my energies in a better way. With recent research in the health sector, it is quite evident that our eating lifestyles have created lots of diseases. It is a biggest challenge for many people who suffered from these diseases.

Another entrepreneur mentioned her efforts to eliminate plastic material in any of her product and use alternate substances. The number of diseases associated with a toxic environment is increasing every year. Entrepreneurs often shared their intention to contribute towards the wellbeing of society and the environment. It does not involve maintaining and modifying a massive community necessarily. However, entrepreneurs showed their determination to do their part in contributing towards the wellbeing of society. Many entrepreneurs compared their employees with community members. They were not willing to take employees as a mode of making money. They expressed their belief about treating all employees equal regardless of their age, race,

and sex. SE32 shared an incident in her entrepreneurial journey where she deliberately tried her best to not put blame on her employees during a loss-making period in her business. She mentioned that she did not want to be remembered as someone whose main objective is to get maximum profits and not caring for the human beings working in her business. She emphasized the importance of everyone in the business from those at the low level to the high level ranking jobs.

Remarkably, many entrepreneurs talked about the importance of creating a sense of belonging amongst their employees. They also mentioned about the relationship of their brand with society. The sense of belonging nurtures acceptance in the society. Acceptance for people with different cultural, moral, geographical, and spiritual background was important for the entrepreneurs. The freedom to practise spiritual beliefs should be equal for everyone. SE29 who runs a dessert shop, compares her service with helping and facilitating people in good times. She expressed in her interview:

Self-satisfaction is very important for me in running my business.

Till date I have a habit that when we have delivered any big order. I call them and take feedback about the product. My business is about making desserts. Desserts are usually associated with celebrations. After delivering the order, I want my clients to feel that we gave a special thought to the desserts to make their celebration better. It is not a regular bakery where you buy some dessert and go home. I want them to feel special. Their festivity and celebration are equally important to us and we do our best to make it happier for them.

Entrepreneurs believe in practising beliefs with freedom. They can implement this freedom in their business. They mentioned at several instances where they try to make

a safe and protected workplace for all employees. As entrepreneurs' state that self-satisfaction comes with managing a workplace with happy and content employees for them. Achieving financial goals should not be achieved at the price of eliminating basic human rights. On top of that, they consistently elaborated their spiritual beliefs and the purpose of practising them in their professional lives. The idea of the product and the whole entrepreneurial journey is based on taking risks. It is an ongoing process involving different decisions in different times. Standing up with their spiritual beliefs has helped them and given them the courage to face each difficulty with power and grace.

Materializing beliefs into action

The third aggregate dimension includes the ways entrepreneurs are practising their spiritual beliefs in their business activities. The actions taken based on their beliefs are characterized as their way of doing business. Table 6.4 represents the illustrative quotes from the first order concepts for this aggregate dimension. This aggregate dimension may be understood in terms of explaining some universal laws. Entrepreneurs justified their logic of doing business with their spiritual beliefs which are covered in the first two aggregate dimensions. Entrepreneurs exhibit their determination to follow their faith for the betterment of their individual self, community and the environment. The entrepreneurs explained that they believe there are enough resources for everyone out there in the world. Nothing is scarce. If there are good intentions at heart, everyone can enjoy the necessities of life. Everyone can have their fair share of resources in the world if we do the right thing. As an entrepreneur says, it takes a strong belief in a higher power (who is responsible for

providing enough resources) to contribute towards the betterment of each creature in this world.

Table 6.3: Representative quotes for second aggregate dimension

Affirmation of spiritual beliefs	
Second order themes	First order concepts and representative quotes
Protecting the environment for future	<p><i>Debates over sustainability</i></p> <p>I am an engineer by profession. After completing my engineering degree, I have worked in the corporate sector for a few years. After a few years, I started working on my dream. Me and my husband developed a systematic system to grow vegetables. It took years to develop our brand. We invited many researchers from Europe who came and helped us to build a system for growing vegetables. Pakistan has warm weather. There are many vegetables who need cold weather to grow. We came up with the solutions slowly and gradually (SE13).</p> <p><i>My company is my community, not a machine</i></p> <p>I see a failure as a learning experience. My business has gone up and down in the last few years. Downfalls are the times that teach us to become strong. I do not want to be a nasty person who thinks about financial goals only. Sometimes things do not go your way. I keep my head down and continue working hard. I do not blame my team for that. We are in it together (SE32)</p> <p><i>Our planet is giving signals</i></p> <p>Due to recent governmental changes in Pakistan, the taxes for businesses have gone high. The cost for raw materials has also been affected. The costs are high. Profit margins have gone down. This has never affected my passion for educating people about making healthy food choices. I do not own a big multinational company based on sugary products which are dangerous to human health. My motivation is to create awareness amongst the people. I have never started my business with the profit in mind. Along the way, I earned money and it is a by-product for me. With time, the positive response has helped me to channel my energies in a better way. With recent research in the health sector, it is quite evident that our eating lifestyles have created lots of diseases. It is a big challenge for many people who suffered from these diseases (SE6).</p>
Sense of community belonging	<p><i>Emphasis on diversity and unity</i></p> <p>I believe our society has evolved a lot in the last few years. I hired people of different ages. The attitude of young people towards elderly working in the same environment is very encouraging. Being a Muslim, we are responsible to take care of our elderly. It feels amazing when young people in my team give respect to the elderly working in</p>

	<p>different job roles in my company (SE33).</p> <p><i>Nourishment of employees and community</i></p> <p>Self-satisfaction is very important for me in running my business. Till date I have a habit that when we have delivered any big order. I call them and take feedback about the product. My business is about making desserts. Desserts are usually associated with celebrations. After delivering the order, I want my clients to feel that we gave a special thought to the desserts to make their celebration better. It is not a regular bakery where you buy some dessert and go home. I want them to feel special. Their festivity and celebration are equally important to us and we do our best to make it happier for them (SE29).</p> <p><i>Workplace with content employees</i></p> <p>We have built our vegetable farms on the land we inherited from our parents. Pakistan is an agriculture country, but no one wants to invest in agriculture, neither government nor industrialists. People have forgotten the actual and genuine taste of fruits and vegetables. Everything has commercialized with the motive of earning more profit. There are many women who work on my farm each day and night. Helping these women in the village has improved their standard of living. They have started getting respect because they are playing their part in something good. They feel so happy to be in the secured place. Their happiness and feeling of satisfaction are the biggest motivation for me (SE28).</p>
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Human beings are connected to this power only if they give it a little thought. The basic economic laws of creating a demand by decreasing supply is completely disowned by these entrepreneurs. An entrepreneur (SE8) who runs a restaurant explained this in her interview:

There are many restaurants who just simply cannot justify their portions sizes with their prices. I am in this business for a long time. I know that this mindset of making smaller portions to show your place as being more fancy is very overrated. I believe that whatever price I am charging for my items, I must justify that. The environment, service and food should be equally valued. There is no harm in providing customers an extra smile or a happy gesture. It just boosts the morale of the work environment as well.

Entrepreneurs expressed the view that everyone is free to practise their spiritual beliefs. This is something that they assure their employees in their business. Having a spiritual journey helps the individual to progress forward. Accepting differences of opinion and viewpoints among individuals is a sign of spiritual maturity. The entrepreneurs sometimes used their personal routine to explain why they continue to practise their spiritual beliefs in their businesses. The outcomes they received with these actions were positive enough that it has compelled them to reinforce the same practises across their business. An entrepreneur who runs a textile company shares their struggle to create an inclusive environment for every employee in their company. The purpose of creating spiritual harmony amongst the employees helps the work culture be more harmonious for everyone. During the interview she said:

I have around 150 employees working in my company. There are people who practice different religions. This is one of my policies

that everyone can have holidays according to their religious festivals. Ten years into my business and I have never seen anyone who did not like this policy. There are days when a few people take off and celebrate their festivals while others are here and working. We have a designated room for males and females in our workshop where everyone can offer their prayers. There is never been an issue where people have confronted or showed biasedness for anyone.

There is a recurring thought expressed by all entrepreneurs of compensating the employees and customers with more tangible and intangible value. Being spiritually inspired from the religion of Islam, the entrepreneurs mentioned their policies of paying their employees and labour before time. SE25 mentioned during the interview that in their business, they take advance payments to create a new and customized design for the clients. They make sure that all the labours linked with that project will be getting their payments from the advance cost. A goodwill gesture for the clients after the service is often reflected in the interviews with entrepreneurs. The good gesture does not need to be tangible. An intangible appreciation gesture is all that is needed to create a positive relationship with the customer. Entrepreneurs shared their meaning of intangible experiences in terms of expressing care for everyone in society. It does not necessarily include their own employees only, but it includes their customers and the environment as well. An entrepreneur (SE30) who runs a photography studio shared her experience:

I am among very few female photographers in Pakistan. Due to religious beliefs, there are many women who do not feel comfortable getting their picture taken from a male photographer. They do not want their photographs to be edited or seen by males. I cater to all

these needs of my Hijabi community. I have female editors and I make sure that we address to their beliefs accordingly. I have grown exponentially serving to these people. Now I make sure that I can make their special days merrier by giving them services according to their demands.

This aggregate dimension of materializing belief into action has summed up all the mechanism of practising spiritual beliefs by entrepreneurs in their entrepreneurial journey. These mechanisms go beyond the rationale explanation of how business works. As entrepreneurs who follow the beliefs that give them inner satisfaction, they try their best to fulfill their responsibility of making their surrounding a better place for their employees and the customers. This makes them feel that their journey has made them strong enough to face all the challenges in their entrepreneurial journey.

6.6 Discussion

Prior studies have examined the role of spirituality in managers and leaders in businesses (Astrachan et al. 2020). The literature has suggested that entrepreneurs have the power to alter the business decisions (Ferguson & Scott 2008; Javaid, Shamsi & Hyder 2020; Varela & Sheringham 2020). The process of adapting new business policies is much easier and straightforward in any entrepreneurial venture. We found support in the literature that entrepreneurial ventures have shown more flexibility in quickly adapting to new business policies (Dryjanska 2020; Gill et al. 2018). Spiritual beliefs are the ecstatic aspect of any human being. The journey of enlightenment and empowerment starts from within when practising spiritual beliefs and faiths (Lata & Chaudhary 2019). Entrepreneurs come up with new and innovative solutions to the existing problems of any society.

Table 6.4: Representative quotes for third aggregate dimension

Materializing belief into action	
Second order themes	First order concepts and representative quotes
Law of abundance	<p><i>Financial and economic mindset does not lead to inner satisfaction</i></p> <p>I have met many clients who cannot afford my services at my salon. I have served many girls who were getting married and they wanted to look best on their big day. The only problem was that their financial background does not allow them to afford my services. I have a special quota for such customers. I do not market that but everyone at my salon knows about this. Earning money is not the only motive in my mind. The happiness, I have seen on the face of these girls after getting ready, gave me an inner satisfaction that I am unable to explain (SE26).</p> <p><i>A business does not grow with abundant finances only</i></p> <p>There are many restaurants who just simply cannot justify their portions sizes with their prices. I am in this business for so long. I know that this mindset of making smaller portions to show your place more fancy is very overrated. I believe that whatever price I am charging for my items, I must justify that. The environment, service and food should be equally valued. There is no harm in providing customers an extra smile or a happy gesture. It just boosts the morale of the work environment as well (SE8).</p> <p><i>Wellbeing of community is crucial in these times</i></p> <p>My business idea was all based on a healthy lifestyle. Caring for your own self is required to excel in life. When I was expecting my first kid, I was unable to find any healthy eating place here. There is a myth that you can load up calories when you are having a baby. What I faced during those times; I used that energy in developing my brand. Now there is a young crowd of university students who come to my café in their lunch time. I feel happy when they do not go for soft drinks and fatty foods rather, they make healthier choices for their meals (SE36).</p>
Spiritual maturity	<p><i>Balancing between different part of lives</i></p> <p>Usually I wake up at 4am and offer my morning prayer. Tossing between personal and professional life gives me less time for my own self. I find my prayers as some healing process for every day's challenges. It is visible for everyone that how I am managing my home and business. No one can investigate your soul. The most important part for me in the days is my prayers. They give me strength and agility to bypass my personal and professional problems (SE2)</p>

	<p><i>Positive relationship with the community</i></p> <p>The idea behind my café was to educate people about healthy food choices. It was never about making huge money or expanding the business. The reaction of people to my idea is overwhelming. I have put my heart and soul in it. Seeing people of all ages coming and appreciating my idea is what I have asked for. A healthy society will have healthy minds. People have accepted the fact and I appreciate that (SE27).</p> <p><i>Dedicated space for practising beliefs</i></p> <p>I have around 150 employees working in my company. There are people who practice different religions. This is one of my policies that everyone can have holidays according to their religious festivals. Ten years into my business and I have never seen anyone who did not like this policy. There are days when few people take off and celebrate their festivals while others are here and working. We have a designated room for males and females in our workshop where everyone can offer their prayers. There is never been an issue where people have confronted or showed biasedness for anyone (SE9).</p>
Law of compensation	<p><i>Paying wages to employees on time</i></p> <p>In my business, we take advance payments to make the customized clothes. People in my industry take advance payment from customers but they do not give payments to the workers in advance. In fact, they pay them very later after the delivery time. I make sure that as soon as I receive the advance payment, I divide them equally among the employees who have a greater share in materializing the order and delivery. I do not believe in building up my brand at the cost of my worker's wages. I am punctual in all payments of my employees because they are my asset (SE25).</p> <p><i>Appreciating talent</i></p> <p>Being a photographer, my vision and take on photography is very individual based. I have never felt insecure with my team members. I have taught them so many tips. Usually photographers are reluctant in doing so. I believe everyone has their own vision and lens. No one can imitate my eye vision. It is my gift. Encouraging my team members will never give me any harm (SE20).</p> <p><i>Tangible and intangible appreciation is required</i></p> <p>I am among the very few female photographers in Pakistan. Due to religious beliefs, there are many women who do not feel comfortable in getting their pictures taken from male photographers. They do not want their photographs to be edited or seen by males. I cater to all these needs of my Hijabi community. I have female editors and I make sure that we address their beliefs accordingly. I have grown exponentially serving these people. Now I make sure that I can make their special days merrier by giving them services according to their demands (SE30).</p>

Additionally, we find that spiritual beliefs may be accompanied with entrepreneurial intention to construct a successful business and secured community.

Workplace spirituality has been under research for many years (Kolodinsky, Giacalone & Jurkiewicz 2008). Many researchers have provided evidence and studied the concept in different research settings (Kurt et al. 2020; Neubert et al. 2017; Tang & Lin 2019). As mentioned above, there is very little known about how entrepreneurs integrate their spiritual beliefs into their business decisions to support their entrepreneurial journey. The findings from this research have shown that the existence of human beings is not random but rather has some purpose behind it. We have taken these strands of inquiry further and detailed the spiritual journey of entrepreneurs in Pakistan. Thus, we have provided a finer-grained structure of integration of spiritual beliefs shown by the entrepreneurs in figure 6.2. The findings of this study provide further support for studying models that may be able to study the spiritual impact on entrepreneurial activities across different regions and contexts. Further, several intermediate practices that link the beliefs with their actions are identified in the findings of this study. The analysis showed that in order to practice and incorporate spiritual beliefs in business, entrepreneurs invest their time and energy. It is not a one stop policy that can be implemented. Entrepreneurs have expressed their lifelong journey to finally reach this high level of spirituality that has compelled them to take these decisions in business. Discarding the materialistic world view and replacing it with the viewpoint that can help society comes with the realization of a sense of purpose in life (Pavlovich & Doyle Corner 2009). The role of identifying the rules to practise has been broken down in the first aggregate dimension. Admitting and justifying the presence of divine power and its role in our lives is found to be mainly present in our findings.

This study has implications for the practice and research regarding spirituality in entrepreneurs (Corley & Gioia 2004). Following our work, it is possible to understand the integration of spirituality and spiritual beliefs in entrepreneurship. However, the research context of this study provides boundaries for our findings. The focus of this research is on entrepreneurs whose business life span ranges from 2-20 years. Their businesses belong to different industries; however, their abilities and skill have enabled them to operate their entrepreneurial ventures successfully. Different industry context helps us to understand that choice of business is not relevant to integrate the spirituality in business. We also acknowledge that the presence of commercial brands as their competitors have not forced them to deviate from integrating spiritual beliefs in their business (Bhatti et al. 2016). Their faith in a higher power makes the beliefs stronger. The second aggregate dimension discussed the submission of entrepreneurs to their spiritual beliefs. The findings of this study present a mutually exclusive trend among spiritual beliefs and intention of goodness back to the community. The strong belief and submission to it compel the entrepreneurs to take action. The power within has been exercised to create a safe workplace for employees and a sound community for people. Human beings are complex beings and there is a human need to socialize at different levels. Creating a sense of belonging to the community and within the business is significant when spiritual beliefs are intentionally integrated in day to day business activities (Pawar 2014).

Finally, adhering to spiritual beliefs and pushing back the materialistic mindset is constantly evident in our findings. Through the analysis of the narratives of our entrepreneurs, we have uncovered answers to our research question. All three aggregate dimensions are complementing each other. All three themes have discussed how strongly entrepreneurs are standing with their metaphysical beliefs. Individual

spirituality is an important component to analyse and measure organizational spirituality (Crossman 2016). This study has focused on identifying personal identity with an underlying pursuit of a sense of meaning and connection with other entrepreneurs in the community as well. The presence of spiritual beliefs in entrepreneurs that are visible in their mission and vision of business steers their organization compatible with spirituality (Kamoche & Pinnington 2012). The findings have revealed the alignment of entrepreneurs and their business's spirituality (Rocha & Pinheiro 2020). This phenomenon will connect the individuals in societies and communities. The spirituality of entrepreneurial businesses are dependent on the individual spirituality of the entrepreneur and the value generating from its mission and vision of the business (Karakas, Sarigollu & Uygur 2017). The role of each influencing agent contributes to the final integration of spiritual beliefs in the business (Khari & Sinha 2018).

6.7 Implications and Limitations

This study will help prospective entrepreneurs understand how to integrate their spiritual beliefs and faith in business operations. This paper's main goal was to present the analysis for the role of spirituality in entrepreneurship advancing integration of spiritual beliefs in entrepreneurial activities and decision making. Spirituality in general is seen as improving the foundations for socially responsible organizations. In entrepreneurship, where decision making is flat and not hierarchical in nature, practising the individual spiritual beliefs seems ideal. In this study, the research context is Pakistan which is a religious country. Concerned researchers, academicians and policy makers could consider such entrepreneurial communities as a viable context to study the role of spirituality in entrepreneurial activities. The

findings of this study may add new perspectives needed by policy makers and to the literature on spirituality in developing countries. Establishment of businesses with the mission of practising spiritual beliefs that can bring good to the community and planet should be encouraged.

This research is based on the insights gathered from entrepreneurs belonging to Pakistan, a religious community. As the data is not quantitative, it lacks the aspect of covering a wider sample from the community. The study is limited to the selection of entrepreneurs from a few industries. The deviation of integration and practices of spirituality could be observed in entrepreneurs from other industries. Entrepreneurs involved in businesses with a higher number of commercial industries could have a different perspective and will be worthwhile to study in future.

6.8 Conclusion

The important role of spiritual beliefs in entrepreneurial journeys of individual entrepreneurs has a mediating effect on the process of running business. It is important to study how much spiritual beliefs are meant to be important and crucial for the entrepreneurs. Our findings demonstrate that entrepreneurs have developed a strength and trust in their spiritual beliefs from lifelong experience. The level of trust they possess in the outcome of their spiritual beliefs has provided assurance for their integration in business. This study has identified three aggregate dimensions of the integration of spirituality in entrepreneurship demonstrated by entrepreneurs in Pakistan. The research question of this study has demanded different ways entrepreneurs end up using their spiritual beliefs in their business and the reasons behind them. We note that entrepreneurs practising spirituality have a different outlook towards the future of their business. Entrepreneurs adopt a mindset that can

benefit the humanity. The economic mindset of satisfying the financial objective is overlooked by the entrepreneurs. A spiritual orientation is involved in the choice of business and building up the brand as well.

This chapter contributes to a better understanding about how entrepreneurs have incorporated their beliefs in day to day operations. Consistent with the categorization of positive outcomes from each action, however entrepreneur's spiritual views present a vision supporting the humankind and the environment in which they live in. We have concluded that this study has a limitation in terms of the limited number of entrepreneurs studied. Future research should adopt a holistic inductive and quantitative research approach to capture more insights and the relationship among different variable which can possibly affect the process of integration of spirituality in entrepreneurial business.

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Chapter 7. Coherent entrepreneurial ecosystem: spurring subsistence entrepreneurship at the bottom of the pyramid

7.1 Abstract

Subsistence entrepreneurs operate to fulfill the necessities of life but do so on a smaller scale with fewer resources and capital. There are various components of the entrepreneurial ecosystems that can affect the entrepreneurial journey for subsistence entrepreneurs. This involves having enterprising communities that exist based on vibrant entrepreneurial ecosystems, which can boost the entrepreneurship process. However, in emerging economies, entrepreneurial ecosystems are not well supported for low income entrepreneurs. In this chapter, we will explore the domains of entrepreneurial ecosystems in Pakistan, which is an emerging economy to understand the support needed for subsistence entrepreneurs. Following a qualitative research approach, data is collected through in-depth interviews from subsistence entrepreneurs in Pakistan. This involves developing a systematic structure of knowledge sharing among other subsistence entrepreneurs in the community. We find that all entrepreneurs share their experience and knowledge amongst each other. This means that the concept of competition does not resonate in their setting; rather, the entrepreneurs use their personal knowledge augmentation to contribute to their community. This chapter offers insights that contribute to the subsistence market of Pakistan and the future potential of entrepreneurs in the country, which can help policymakers to support this community.

Keywords: community, coherence emerging economy, entrepreneurial ecosystems, Pakistan, subsistence entrepreneurs.

7.2 Introduction

Entrepreneurial ecosystems involve a set of interconnected elements that flourishes with the presence of strong mutual interactions. Within an ecosystem environment, there are a set of institutions and forces that can affect the entrepreneurial activity in a specific geographic area (Autio et al. 2018; Jones & Ratten 2020; Roundy, Brockman & Bradshaw 2017). It has been widely acknowledged that supportive entrepreneurial ecosystems can bring socio-economic development to disadvantaged regions (Soriano 2017). However, subsistence entrepreneurs engage in an entrepreneurial journey to earn a livelihood that whilst based on their ecosystem environment is also determinant on their entrepreneurial spirit. Subsistence entrepreneurs struggle to access necessities of life as it is difficult for them to grow and create new jobs in the marketplace. The success of a subsistence entrepreneur's journey is often based on the existence of a supportive entrepreneurial ecosystem (Malecki 2018).

Entrepreneurial ecosystems can be differentiated based on their characteristics such as the propensity of opportunity versus necessity entrepreneurs. Amongst its many characteristics, coherence is one of them (Roundy 2020). Coherence refers to 'the presence of common intentions and action plans compelled the agents of entrepreneurial ecosystems to engage in similar behavior and activities. For instance, such similarity in structure and actions helps in boosting innovation (Roundy, Brockman & Bradshaw 2017). In light of this, a broad variety of entrepreneurs and business activities are essential to create economic and social value. However, the importance of location and context in entrepreneurship-based research has also been receiving increased interest in the last few years (Magliacani & Madeo 2018). Placing entrepreneurship in new contexts intensifies the complexities. There are different

kinds of entrepreneurial mindset around the world. Entrepreneurship is perceived as a solution to many social and economic challenges. Hence, studying different contexts and analyzing other locations provides a different viewpoint to the existing research. Subsistence entrepreneurs gain strength from the interactions between their own community. This study, while shedding light on subsistence entrepreneurs, focuses how coherence in entrepreneurial ecosystems affects the level of entrepreneurial activity in Pakistan.

Subsistence entrepreneurs are necessity-motivated entrepreneurs (McMullen, Bagby & Palich 2008). In emerging economies like Pakistan, the lack of opportunities, government support and necessities of life compels the people with low income to struggle. As a result, the literature shows that these entrepreneurs opt to go for home-based businesses (Asif et al. 2018). Usually, home-based businesses deal in the marketplaces of the low income community. Subsistence entrepreneurs start and run their businesses with the support from their community but there is no formal support from the government to these entrepreneurs in developing countries. The domains of the entrepreneurial ecosystem like culture, support group and human capital, are only relevant in case of subsistence entrepreneurs. The other domains are not supportive of subsistence entrepreneurs in Pakistan (Roberts & Zulfiqar 2019). In this paper we are going to explore the question: How coherent entrepreneurial ecosystems are helping subsistence entrepreneurs in Pakistan? To explore this, we will examine the entrepreneurial activities of 34 subsistence entrepreneurs. The geographic epicenter is very crucial in this research. Hence, the entrepreneurs selected in this research are operating in the subsistent markets. Theoretically, this research relies on the entrepreneurial ecosystem transactive memory theory proposed by (Roundy 2020). This theory suggests that knowledge management has an important role in the

development of entrepreneurial ecosystems. This means that the focus should be on how entrepreneurs manage knowledge by living in the same geographic context. Entrepreneurs operate in an interconnected network where they acquire knowledge from the network (Stam 2015). Coherence is one of the characteristics of an entrepreneurial ecosystem that helps stimulating the knowledge management process (Roundy, Bradshaw & Brockman 2018). Much of the prior work on this theory has emphasized the importance of knowledge management rather than knowledge acquisition (Roundy, Brockman & Bradshaw 2017). In this research, we suggest that our understanding of subsistence entrepreneurs in the market of Pakistan is that they work solely on the support of three groups: which are their cultural values, support group and human capital.

This study contributes to the literature of subsistence entrepreneurship and entrepreneurial ecosystems. The study presents the mechanisms and processes used by subsistence entrepreneurs for their survival in an emerging economy context. The entrepreneurs highly connect with the community of subsistence entrepreneurs in their area as they do not perceive them as competitor. The utilisation of locally available resources and funds is a priority and need based. They available family resources and capital to be utilized in an efficient manner. The commonalities amongst the way of thinking in a subsistence entrepreneur's community is providing a strength to them based on mutual interactions. This study will also contribute to policy and practice by providing insights about how subsistence entrepreneurs work in the market with no government support and poor living conditions.

This chapter is structured as follows. The chapter starts with an overview of the literature on entrepreneurial ecosystem transactive memory theory and subsistence

entrepreneurs. Next, the methodology of the chapter will be discussed. It is followed by findings, a discussion and conclusion.

7.3 Entrepreneurial ecosystem: theoretical literature overview

Entrepreneurial ecosystems combine different forces, institutions, and agents to support entrepreneurship in a specific geographic area (Spigel & Harrison 2018; Stam 2015). Thriving entrepreneurial ecosystems work as a boost for economic and community development (Acs et al. 2017). There is no single agreed upon definition of entrepreneurial ecosystems, however the concept is broadly categorized by different researchers. Entrepreneurial activity is deeply embedded in location and context specific agents, which makes it important to understand the effect of ecosystems on entrepreneurial activity (Autio et al. 2018). The survival and expansion of entrepreneurial activity in any area largely depend how different forces and institutions in an entrepreneurial ecosystem are functioning at the individual and collective level (Audretsch & Belitski 2017). Entrepreneurial ecosystems exhibit a complete system that supports entrepreneurs. Entrepreneurs face challenges to leverage the entrepreneurial ecosystem participants for their growth and revival in the market (Roundy, Bradshaw & Brockman 2018). The entrepreneurial ecosystem approach considers entrepreneurs as a central player in the creation and the development of a constructive and productive system. The relationships and interactions of different participants in entrepreneurial ecosystems defines the strength of a strong ecosystem (Bruns et al. 2017). Although all the participants interact in complex and idiosyncratic ways, they are categorized by six different domains (Isenberg 2011). These domains largely represent the factors involved in the

entrepreneurial ecosystems at a global and local level. The entrepreneurial ecosystem revolves around culture, finance, policy, markets, human capital, and the support network (Isenberg & Onyemah 2016). Entrepreneurial ecosystems incorporate all the structures that help in supporting entrepreneurial activities. The characteristic of a successful ecosystem helps the entrepreneurs to explore the untapped market and utilize the available resources, support, and finance to grow their businesses (Ratten & Rashid 2020). Some economic and social conditions are graded essential for a strong entrepreneurial ecosystem.

7.3.1 Entrepreneurial ecosystem transactive memory

Several scholars and academicians have substantiated the importance of entrepreneurial ecosystems and their characteristics in the process of knowledge management for entrepreneurs (Roundy 2020). The most important aspect of an entrepreneurial ecosystem is the amount of knowledge embedded in different participants about the entrepreneurship process. Each participant of an entrepreneurial ecosystem contains information about the individuals, facts and ideas of the society and community. As proposed by (Roundy 2020), entrepreneurial ecosystems should facilitate a knowledge management process for entrepreneur explaining how entrepreneur acquire, organize and utilize their knowledge. Knowledge is a resource required by entrepreneurs to survive and grow in an entrepreneurial ecosystem (Agarwal, Audretsch & Sarkar 2007). The smooth transition and flow of knowledge across different system's networks determine the resonance of the entrepreneurial ecosystem (Bruns et al. 2017). To grow and survive in a vibrant entrepreneurial ecosystems, entrepreneurs need to leverage their both explicit and tacit knowledge (Spigel & Harrison 2018). Tacit knowledge can be shared in small groups, however, the transmission of tacit knowledge at the inter-organizational level is quite

challenging. Entrepreneurial ecosystems encompass various characteristics. These characteristics can support the process of acquiring, organizing, and utilizing knowledge for entrepreneurs in location-based or context-based settings (Cantner et al. 2020).

Entrepreneurial ecosystem transactive theory bridges the ecosystem's characteristics with the participant's cognition at the micro and macro level. The revolution in digitalization has altered many sectors. In the knowledge driven economy, the primary concern of entrepreneurs is to manage their existing knowledge and to acquire new knowledge in order to keep their business relevant in the current business landscape (Harper-Anderson 2018). In developing countries, entrepreneurial networks are not strong enough. Knowledge does not move freely among entrepreneurial networks in emerging economies (Audretsch & Belitski 2017). A transactive memory system is a shared system where participants (individuals or groups) collectively encode, store, or retrieve knowledge from different domains (Argote & Ren 2012). In this paper, we will study at the meta-level, knowledge support systems for subsistence entrepreneurs. As proposed by (Roundy 2020), entrepreneurial ecosystems encompasses some characteristics. These characteristics are explained in table 7.1:

Table 7.1: *EE characteristics and transactive memory, Adapted from: (Roundy 2020)*

Entrepreneurial ecosystem characteristics	Definition of entrepreneurial ecosystems characteristics	Ecosystem characteristics and transactive memory
EE diversity	It includes a broader representation of participants. It represents diverse categories of participants, venture types and different business models.	Differentiated knowledge
EE coherence	It covers the commonality of activities among EE participants.	Shared knowledge

EE connectivity	It is the presence of dense social networks in EE. These networks link entrepreneurs with other participants in EE.	Meta-knowledge
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The knowledge infrastructure of an entrepreneurial ecosystem provides entrepreneur's ability to acquire and manage knowledge (Mason & Brown 2014). The challenges in accessing and using tacit knowledge will be overcome by using the existing entrepreneurial ecosystems knowledge infrastructure (Spigel & Harrison 2018). There are different factors in entrepreneurial ecosystems such as culture, human capital, financial institutions, support system, global markets and policymakers. These factor shares meta knowledge of "who knows what" in the entrepreneurial ecosystems system. The system of knowledge flowing among these factors creates a knowledge management system. This meta-knowledge exhibits three different characteristics of diversity, coherence, and connectivity (Roundy 2020). Furthermore, aligning these characteristics with the transactive memory theory lens provides three outcomes parallel to the characteristics, which are differentiated knowledge, shared knowledge, and meta-knowledge (Roundy 2020). These terms are already well studied and have a strong presence in knowledge management systems. Participants should have a deep knowledge about other players in the market with different skills, capabilities, and experiences (Breznitz & Taylor 2014). This can help them in filling their own knowledge gaps. The provision of information to connect with the right networks for help and support accelerates the entrepreneurial activity in any entrepreneurial ecosystems (Theodoraki, Messeghem & Rice 2018).

7.3.2 Coherent entrepreneurial ecosystem

Coherence is an important characteristic of an entrepreneurial ecosystem (Roundy, Brockman & Bradshaw 2017). It unveils the participants with common attributes and

features in the same ecosystem. The presence of some degree of overlapping knowledge contributes towards a positive outcome to participants in entrepreneurial ecosystems (Muldoon, Bauman & Lucy 2018). The common knowledge participants share by operating in the same geographic area is needed to encourage entrepreneurial activity. A high level of coherence arises when participants share the same vision and goals to achieve business expansion or refinement (Spigel 2016). The coherence could be achieved by sharing common knowledge in any entrepreneurial ecosystems factors (Lewis & Herndon 2011). Entrepreneurs sharing a common culture and norms will contribute to an increased level of trust. The interactions between participants with shared trust, will guide and benefit other entrepreneurs in their ventures. Entrepreneurs involved in the same entrepreneurial activities tend to have common schemas of entrepreneurship process (Feld 2020).

The entrepreneurial ecosystems participants operating in a similar geographical area will have a higher level of knowledge exchange (Berger & Kuckertz 2016). Without credibility, entrepreneurs will not trust the knowledge obtained from other entrepreneurial ecosystems participants. Coherence in an entrepreneurial ecosystem influences knowledge credibility (Branzei et al. 2018). Entrepreneurial ecosystems transactive memory theory advocates that the high coherence entrepreneurial ecosystems will generate a larger amount of knowledge (Roundy 2020). Credibility of the knowledge management system increases when all entrepreneurs in entrepreneurial ecosystems will take advantage of existing knowledge. The behaviors depicted by the entrepreneurial ecosystems participants will strengthen the relationship with other participants. The correlation between entrepreneurial ecosystems participants makes it an interconnected system (Simpson & Willer 2008). An entrepreneurial ecosystem poses the challenges of a complex system. Ecosystems

with high coherence will allow the components of a complex system to create a sense of association amongst themselves (Muldoon, Bauman & Lucy 2018). From the micro to a macro level, participants can gain coherence by several factors. Coherence will be achieved when there is a presence of a common set of goals and values in the different structural level of entrepreneurial ecosystems (Bolino & Grant 2016). Coherence among entrepreneurial ecosystems participants creates an environment of encouragement for new entrepreneurs. Institutions that have the power to stimulate forces and create new resources within entrepreneurial ecosystems can also increase coherence. Participants with similar business interests can interact with one another and generate system-level values, which will increase the coherence in an entrepreneurial ecosystem (Feld 2020).

The existing knowledge in an interconnected network of ecosystem participants mainly depicts the knowledge management in a dynamic environment (Argote & Ren 2012). According to the entrepreneurial ecosystem transactive memory theory, entrepreneurial ecosystem is a repository of knowledge (Roundy 2020). The function of this repository is to facilitate EE participants to acquire, organize and utilize the knowledge of other participants. Coherence between the participants will increase the chances of synching all the entrepreneurial ecosystems participants to share the knowledge and get a benefit out of it. The importance of context is an important aspect of this theory. The insights of group cognition which will generate coherence influence the interdependence of EE participants (Spigel 2016). This theory extends beyond the boundaries of an organization and takes it to the level of ecosystem (Roundy, Bradshaw & Brockman 2018). Knowledge is not easily accessible so investing in an EE will improve an entrepreneur's ability to manage knowledge (Roundy, Brockman & Bradshaw 2017).

7.3.3 Coherence as a force for subsistence entrepreneurs

Subsistence entrepreneurship refers to an entrepreneurial venture, which significantly improves an entrepreneur's life and that of their family (Bruton, Ahlstrom & Si 2015). Subsistence entrepreneurship normally refers to a small-scale business which includes the family members as a support group for the business (Christensen, Parsons & Fairbourne 2010). These ventures do not necessarily show much growth in their business life. Entrepreneurship is considered as a wealth creation tool for such entrepreneurs. In developing economies, social and financial challenges motivate them to start a business (Ferreira, Sousa & Goncalves 2019). Financial challenges directly affect the quality of living standards, and entrepreneurs work hard to improve their quality of life. The dynamics shift when subsistence entrepreneurs move up the social class ladder. Subsistence entrepreneurs often operate with limited resources (Jain & Koch 2020). The contextual turn of entrepreneurship does not necessarily support subsistence entrepreneurs at an infrastructure level. Uncertain institutional forces and the lack of market-based institutions could make the entrepreneurial efforts more challenging (Goel & Karri 2020). Subsistence entrepreneurs often build their businesses with the support of the informal support within an entrepreneurial ecosystem (Johnstone & Lionais 2004). The informal support embedded in an entrepreneurial ecosystem sharing the same geographic area transacts with other participants to gain knowledge to survive (Kabir et al. 2014). The strategies subsistence entrepreneurs exemplify to survive in markets resonates with the literature about the bottom of the pyramid (BOP) (Yessoufou, Blok & Omta 2018). Subsistence entrepreneurs use their families and friends as a support system, as they all share same socio-economic group. Subsistence entrepreneurs residing at the bottom of the

pyramid utilize collective resources to sustain their entrepreneurial activities (Klochko & Issakova 1996).

Subsistence entrepreneurs usually live in densely networked social communities (Korosteleva & Stępień-Baig 2020). The lives of individuals in these communities are intertwined together due to the presence of similar life challenges. The knowledge present within the social communities presents a systematic system for other subsistence entrepreneurs. This system helps them to survive by following others as an inspiration to improve the life standard. The struggle to improve the life standard comes from within their social communities (Kwong et al. 2019). The three factors of an entrepreneurial ecosystem, i.e., culture, human capital, and support system, pose a coherent entrepreneurial ecosystem to support subsistence entrepreneurs (Isenberg & Onyemah 2016). The coherent factors of the entrepreneurial ecosystems fall into the category of informal institutions. The bottom of the pyramid approach negotiates and addresses the emphasis of informal institutions working in favor of entrepreneurial activities. A large number of people living at the bottom of the pyramid adopt innovative ways of doing business and earn their living (Sridharan et al. 2014). The support from the social networks has been considered as an important resource for subsistence entrepreneurs in subsistence marketplaces (Viswanathan, Sridharan & Ritchie 2010). Many scholars have turned their attention to study subsistence enterprises for a better understanding of creation and maintenance of social, cultural and community level linkages (Hall et al. 2012). The experiences and knowledge shared amongst these channels provide new entrepreneurs a better understanding of the entrepreneurial ecosystem for subsistence entrepreneurs (Viswanathan, Sridharan & Ritchie 2010). Subsistence entrepreneurs create an economic value for their community and invest back in their community in order to increase societal wellbeing

(Valliere & Peterson 2009). Subsistence entrepreneurs engage in business with available resources and capabilities. The business differentiation to gain a competitive advantage is not the objective for them. Entrepreneurs in their surroundings with the same skill often become the reason for choosing the same business idea (Welter, Smallbone & Pobol 2015). Hence, in such an environment, how subsistence entrepreneurs overcome their challenges of surviving in subsistent marketplaces is associated with what knowledge they acquire from their ecosystem. We suggest that coherence is achieved when subsistence entrepreneurs copy the components of other entrepreneur's business models or use the same resources or techniques to earn their livelihood. For example, in addition to an absence of any formal support from the government, the subsistence entrepreneurs living at the bottom of the pyramid will be willing to learn from their surroundings (Viswanathan et al. 2014). As we will show below, entrepreneurs living in Pakistan who do not receive any government funds to support themselves or do not have access to entrepreneurship education works mainly with the knowledge they gain within their support system and ecosystem.

7.4 Methodology

The focus of this research study is about exploring the presence of a coherent entrepreneurial ecosystem for subsistence entrepreneurs and how this coherence helps them in surviving a subsistent marketplace of Pakistan. The focus suggested that the use of qualitative methods will be prominently more pertinent as it will help in an in-depth exploration of the phenomena. There is no formal help and support in the entrepreneurial ecosystems of Pakistan for subsistence entrepreneurs. This understudied phenomenon requires a qualitative study for studying underlying processes because it provides more in-depth and contextual information (Bamberger

& Pratt 2010). This research was motivated by the presence and existence of an increasing number of subsistence entrepreneurs in Pakistan who have shifted towards starting their own business for their livelihood. Pakistan is a useful country to study the entrepreneurial ecosystem supporting subsistence entrepreneurs for the following reasons. The entrepreneurial ecosystem in Pakistan has been growing quickly in the last ten years (Chemin 2010). There is an increase in the number of events, activities, funds, and support institutions in this last decade. The young population in Pakistan supports the increase in entrepreneurship. The funding grants to support entrepreneurial ventures is limited in that these funds have been given to prominent and well-established entrepreneurs only (Asif & Ellahi 2016). The allocation of these limited funds also suffers from institutional weaknesses. The overall trend of income distribution in Pakistan is also heavily skewed towards wealthy people (Arifeen 2018). Unfortunately, half of the national income is possessed by the top 5% people (Levie et al. 2014). The number of jobs in the market is far less than graduate students. Graduates end up being jobless for years due to a lack of jobs (Sial, Noreen & Awan 2015). In addition, recent government changes have recognized entrepreneurship as a potential solution for the empowerment and wellbeing of the nation. The entrepreneurial environment has been encouraged at all educational institutions to make their students well equipped to face the incoming challenges. This makes the study of subsistence entrepreneurs particularly worthy given the social inequality in Pakistan.

At the time of research, the population of Pakistan was about 212 million (Roberts & Zulfiqar 2019). About 30% of the population lives below the poverty line in Pakistan. The quality of life, level of education, and employment opportunities are less than that existing in developed countries. Pakistan is an agriculture culture with less industries

in its metropolitan geographic area. The socio-economic difficulties arise from a smaller number of jobs available for the citizens (Blair et al. 2013). The lack of funding and support for people in the agriculture industry has resulted in the migration of people from rural to urban areas to earn their livelihood. Due to the absence of education and jobs, people prefer starting their own businesses (Kazmi 2018). Subsistence entrepreneurs who have established their businesses had been identified as the phenomena of interest in this research.

7.4.1 Data collection

Qualitative research allows the researcher to study the experiences, views, and beliefs of an individual on a specific topic (Patton 1990). To embark on an exploratory approach to understand the entrepreneurial ecosystem for subsistence entrepreneurs in Pakistan, we have interviewed the subsistence entrepreneurs and collected observation data. This study has adopted a ‘bottom-up’ approach. It begins by exploring how subsistence entrepreneurs get aid from their entrepreneurial ecosystem, how the support system in their entrepreneurial ecosystems works that benefit their entrepreneurial ventures, and how the flow of knowledge regarding processes and products in their entrepreneurial ecosystems is helping them grow. Using the purposeful sampling technique helps in sorting the information rich cases to study the phenomena (Schatzman 1973). The entrepreneurs were screened based on a number of conditions. Firstly, the entrepreneurs who have been working in the market with the help and support from their family members were identified. The involvement of family members in the business is critical in studying subsistence entrepreneurs. Secondly, entrepreneurs who have similar products and are operating in the same geographic area were identified. Thirdly, entrepreneurs with a similar educational background and who migrated from villages to cities were identified. Since this

research needs to study the flow of knowledge among participants in an EE, entrepreneurs with similar products were grouped together. This helped in obtaining insights about the coherence of an entrepreneurial ecosystem for its participants. After screening based on these conditions, 38 entrepreneurs were identified who were suitable for this study. Table 7.2 states more information about these entrepreneurs and information about their businesses.

7.4.2 Interviews and field observations

The selected entrepreneurs were contacted for face-to-face interviews. Of the 38 selected entrepreneurs, four entrepreneurs refused an interview. Thus, a total of 34 entrepreneurs were finalized with time, date, and location for face-to-face interviews. Each interview lasted about 60-120 minutes. During the interviews, we asked entrepreneurs to share their entrepreneurial journey and describe their business. They were asked about the reasons for starting their business and what kind of support and help they have got through their entrepreneurial journey. Many entrepreneurs referred to other players in the market who have been providing some sort of support to them in initiating the business. The interviews were open-ended. Open-ended interviews provide the interviewees an opportunity to express their relevant issues in a more detailed manner (Goulding 2002). Interviews were conducted at their own shops or workplaces. All the interviews took place in the national language of Pakistan, which is Urdu. All the interviews were later translated and transcribed from Urdu to English. There was no set time limit for the interviews. Many entrepreneurs were willing to give us more time, so their interviews were longer than usual. Visiting entrepreneurs at their own workplaces created a sense of trust among the interviewer and interviewee.

Table 7.2: Information about subsistence entrepreneurs

Entrepreneurs	Age	Training	Type of business	Year started	Reason to become an entrepreneur	Reason of choosing this business
Sundus	31	No training	Women's clothing	2014	To be financially independent	Inspired from another entrepreneur
Fareeha	27	Lack of funds	Beauty salon	2017	Personal interest in running a business	Copied from someone
Saima	40	Lack of funds	Women's clothing	2008	To be financially independent	Find it as an opportunity
Sana	32	No family support	Home based food business	2013	Only feasible option to earn money	Ability to invest a personal skill
Nighat	45	Lack of funds	Beauty salon	2012	To be financially independent	Copied from someone
Amaira	47	No family support	Beauty salon	2010	Lack of employment opportunities	Find it as an opportunity
Beenish	35	Lack of funds	Women's clothing	2016	Personal interest in running a business	Ability to invest a personal skill
Sabahat	39	Lack of funds	Beauty salon	2014	To be financially independent	Copied from someone
Ayesha	26	No family support	Women's clothing	2018	Bad experience in job	Find it as an opportunity
Aiza	29	Lack of funds	Home based food business	2016	Only feasible option to earn money	Ability to invest a personal skill
Shaheen	37	No response	Home based food business	2012	Only feasible option to earn money	Ability to invest a personal skill
Maria	36	Feels it does not matter	Women's clothing	2018	Personal interest in running a business	Find it as an opportunity
Kiran	23	No family support	Beauty salon	2018	To be financially independent	Copied from someone
Nimra	40	No response	Home based food business	2007	Only feasible option to earn money	Inspired from another entrepreneur
Misbah	36	Feels it does not matter	Women's clothing	2017	Personal interest in running a business	Find it as an opportunity
Maheen	42	No response	Beauty salon	2013	Bad experience in job	Inspired from another entrepreneur
Sara	39	Lack of funds	Home based food business	2015	Only feasible option to earn money	Ability to invest a personal skill
Hajira	33	Lack of funds	Women's clothing	2017	To be financially independent	Find it as an opportunity

Saba	29	Lack of funds	Beauty salon	2018	Only feasible option to earn money	Copied from someone
Sabeen	35	Feels it does not matter	Home based food business	2014	Bad experience in job	Ability to invest a personal skill
Amna	37	No response	Women's clothing	2013	Personal interest in running a business	Find it as an opportunity
Adiba	28	No family support	Beauty salon	2018	To be financially independent	Inspired from another entrepreneur
Aisha	42	No family support	Beauty salon	2012	To be financially independent	Copied from someone
Bani	45	Feels it does not matter	Home based food business	2007	Only feasible option to earn money	Ability to invest a personal skill
Ghazala	39	No response	Women's clothing	2012	Personal interest in running a business	Find it as an opportunity
Haleema	49	Lack of funds	Beauty salon	2009	Bad experience in job	Inspired from another entrepreneur
Sadaf	38	Lack of funds	Beauty salon	2012	Lack of employment opportunities	Copied from someone
Salma	48	Lack of funds	Beauty salon	2007	Lack of employment opportunities	Find it as an opportunity
Saulat	29	No response	Home based food business	2019	Bad experience in job	Inspired from another entrepreneur
Sidra	33	Lack of funds	Women's clothing	2017	Personal interest in running a business	Copied from someone
Khadija	38	Feels it does not matter	Home based food business	2016	To be financially independent	Ability to invest a personal skill
Hina	39	No family support	Women's clothing	2014	To be financially independent	Find it as an opportunity
Farah	40	Lack of funds	Women's clothing	2010	To be financially independent	Copied from someone
Bani	33	Lack of funds	Home based food business	2012	Bad experience in job	Inspired from another entrepreneur

Entrepreneurs who are utilizing support from their family members in business operations were also identified at that time. The interviewees discussed the role of family support in the business during the interviews. Understanding the context is very crucial for this study. The contextual turn in the entrepreneurial ecosystems provides a new outlook to study the phenomena in this research. At the end of each interview, we asked for recommendations for other entrepreneurs in their same habitat with similar products or businesses to interview. This helped us in reaching out to those entrepreneurs and studying the coherence of the entrepreneurial ecosystem for subsistence entrepreneurs in Pakistan.

During the field visits, we observed the environment and working conditions in which the entrepreneurs are living and earning their livelihood. These observations were recorded in detail outside the interview setting. These observations include informal discussions with the family members helping the entrepreneur in their business. These observations were quite rich and provided useful insights. For example, Saima's salon was located on the first ground of the building in an overcrowded and congested location. While waiting for her outside the building, we found a one-room salon with a chair and few equipment. The lady there said that Saima helped her in setting up the whole area for her due to her financial challenges. Saima did not care that her salon is located a few steps from this one. She just wanted to help the lady with whatever knowledge and resources she had.

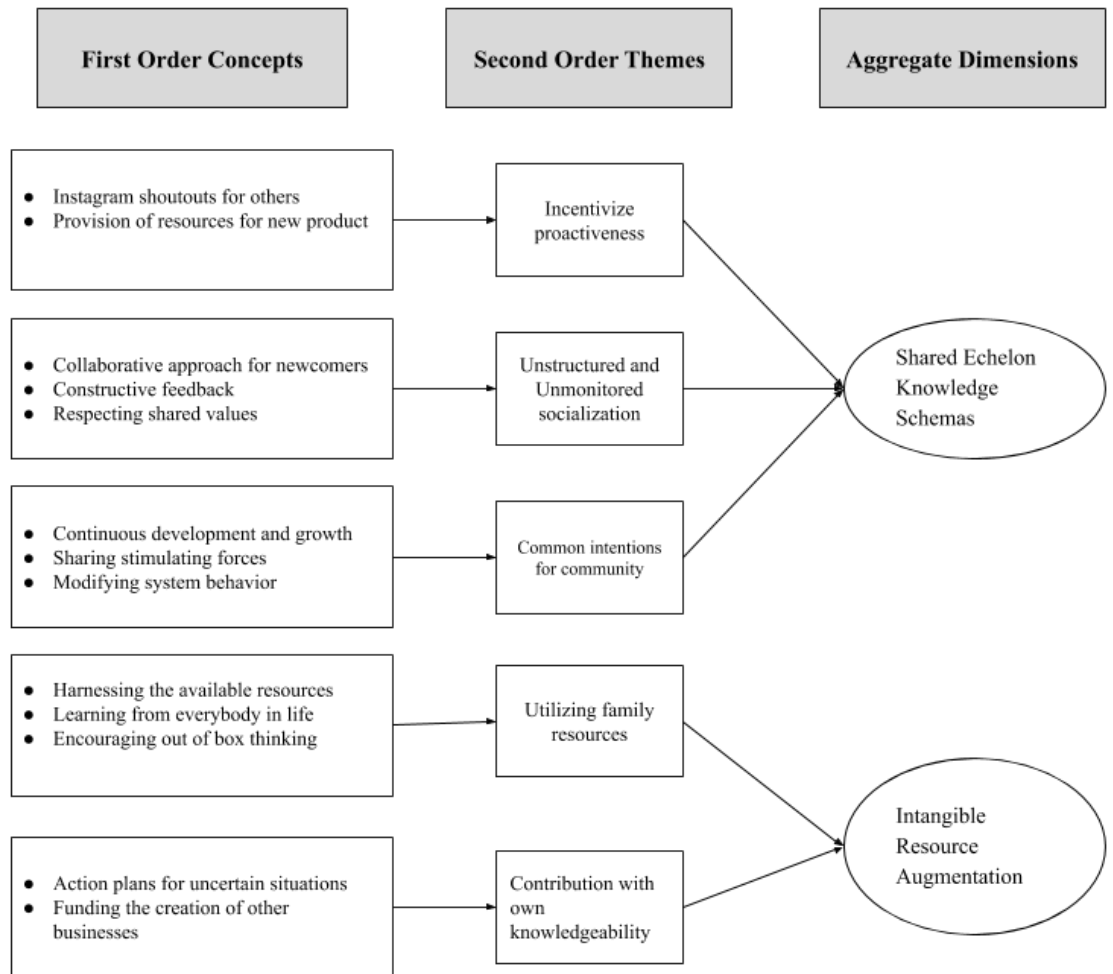
7.4.3 Data Analysis

The rich data set from different sources can justify the small sample sizes. It helps the researcher to delve deeper in order to obtain better insights. The data analysis was started when the interviews were translated and transcribed, field notes were organized. During this process, we kept on reading the interviews and made short

memos with the responses and the observations made during the interviews. As we moved back and forth between data collection, the grounded theory development approach has been followed. Many other researchers identifying the role of entrepreneurial ecosystems in subsistence entrepreneurship have also followed this approach (Sridharan et al. 2014). During the data analysis and representation of data, qualitative rigor is very important (Gioia, Corley & Hamilton 2013). We have followed the Gioia method for the data analysis procedure. This theory helped us in finding answers to the questions we were looking for. It also helped in building theory based on emerging themes and connection in the analysis for coherent entrepreneurial ecosystems (Nag & Gioia 2012b).

Interviews and field notes were used to develop a data structure for this study. First order concepts were developed by using the entrepreneur's interviews quotes. The experience entrepreneurs shared in their interviews about the coherence of entrepreneurial ecosystems and how it helps their business from the start till now. Based on their information, first order codes were developed. Analysing the literature on coherent entrepreneurial ecosystems and going back and forth with interview transcripts and literature, second order categories were formed. Second order categories help in connecting first order concepts with the existing literature. Aggregate dimensions arise by abstractly aligning the data with the existing theory (Gioia, Corley & Hamilton 2013). Each aggregate dimension answers the research question of this study, as well. Figure 7.1 shows the data structure.

Figure 7.1: Data structure



7.5 Findings

To study the coherence in entrepreneurial ecosystems for subsistence entrepreneurs, it is necessary to understand the key domains of entrepreneurial ecosystems which are relevant for their survival and growth. Most entrepreneurial ecosystems forces are not supportive of subsistence entrepreneurs. This study is context specific with the entrepreneurs consistently mentioning three domains of entrepreneurial ecosystems that are of high importance for them. These domains cover their support system, community culture and human capital and their source of encouragement. Coherence

in these domains aids them from the start of a business venture to the growth and development phase (Roundy, Brockman & Bradshaw 2017). In a similar vein, to understand the coherence among entrepreneurial ecosystems, it is essential to understand the structural flow of shared knowledge among these domains. Figure 1 shows the data structure presenting first order concepts (meaningful to entrepreneurs), second order themes (inducted by researcher) and aggregate dimensions.

Figure 1 shows that subsistence entrepreneurs utilized the knowledge schemas of their similar echelon entrepreneurs and augment their intangible resources to get a benefit from coherent entrepreneurial ecosystems. The Shared Echelon consists of the subsistence entrepreneurs working in their community and geographic area. It addresses the people in their support group who share the same culture. This group of entrepreneurs has established their businesses and become a source of inspiration for others. Consequently, the available tangible and intangible resources are utilized to achieve the maximum potential of the business.

With the increase in entrepreneurial activity in Pakistan, international donors and grants have also been available for entrepreneurs (Zeb & Kakakhel 2018). However, these grants are mostly not for subsistence entrepreneurs. This community of entrepreneurs works hard for their livelihood with minimal support from the government or any other institutions. The subsistence entrepreneur's community support each other in a number of ways. The focus of this study is on those entrepreneurial ecosystems domains which are supporting subsistence entrepreneurs; hence the entrepreneurial ecosystems participants who are coherent are culture, support system, and human capital.

Shared Echelon Knowledge Schemas

The analysis revealed clear patterns of how subsistence entrepreneurs create opportunities for people belonging to their community. The structural framework of knowledge shared among established entrepreneurs provide a guiding set of rules for new entrepreneurs (Block, Thurik & Zhou 2013). Entrepreneurs develop a generalized system of their entrepreneurial experiences and knowledge. Other entrepreneurs get help from established ones to get a current understanding of the entrepreneurial ecosystems around them. We will discuss this aggregate dimension of shared echelon knowledge schemas along with its underlying second order categories. Entrepreneurs in this study mentioned the support of their community members in the initiation of entrepreneurial ventures. Entrepreneurs worked together with other subsistence entrepreneurs in their community from choosing the business to its operational level.

Incentivize proactiveness

An important undertaking for the entrepreneurs operating in a similar geographic area identified the importance of recognizing the skill and appreciating the talent of entrepreneurs. From the coherence in the entrepreneurial ecosystem perspective, entrepreneurs encouraging people working with or for them creates a unified system. Along these lines, the socio-economic conditions of these entrepreneurs we studied spent a considerable amount of effort to make people of their community feel respected and cared (Bingham & Eisenhardt 2011). Subsistence entrepreneurs developed a habit of helping their competitors. For example, Aiza mentioned that her business sales increased a lot when a friend of her in the same business food gave her an Instagram shoutout. Instagram shoutout is one of the ways of endorsing someone's product. Aiza recalled her experience of how she got help from her friend. With the

same belief, she has made a habit of giving Instagram shoutout to those who enter this business. She mentioned:

“Every business has become technology oriented due to social media. The major customer intake comes from social media now. I used to print brochures and pamphlets a few years back for marketing of my business. These marketing tools are not relevant anymore. We have a group of friends who support each other. The Instagram shoutouts really helped if we have a new product in our business. Instagram shoutouts help new people in the business as well.”

With the emergence of social media platforms, customers have also altered the way they purchase products (Zahra & George 2017). We followed up this trend with other entrepreneurs asking how they think that these Instagram shoutouts would be able to provide any support to them. They indicated that a marketing budget is not affordable for a low-income entrepreneur. These social media platforms are free of cost. This is their way of uplifting their community by providing support from within. The government does not provide any financial or non-financial supports to people living in poor life conditions. The initial recognition provided by the established entrepreneurs works as a kick starter in starting their business. The entrepreneurs in this study did not have any formal education and training before starting their entrepreneurial business. Starting a business for earning food and shelter for their kids and family, the only way to receive help is to have a unified power within a community. Entrepreneurs mentioned the scarcity of resources to run a business. Investing back in business is a lifeline to be in workable condition. For Bani, the sales of the business were enough to pay for her bills. Bani’s daughters provide help in the kitchen to keep the business running. She shared her experience of how it was difficult for her to

switch from the regular menu for food delivery to adding specialized dishes on the menu. Introducing a new product on the menu requires more resources. The struggle to provide these resources was very long. After getting a response on new product, Bani feels satisfied for recognizing the proactive behaviour of her daughter. She stated in her interview:

“I run my online food business. With the help and support of my family and friends, I have started earning a reasonable profit in my business. My daughter has always been a little helper in the kitchen with me. Now she is a grown up. She wants to try new dishes. I put all my costs back into my business to keep it running and hardly break even. My daughter always wanted to try new cuisines and expand our business. I do not have sufficient funds to buy new ingredients for her. In the last few months, I have provided her some amount to try out her dishes. The addition we made to our menu has received a great response. The number of orders in a day has increased.”

Unstructured and unmonitored socialization

Unstructured socializing techniques are often studied in social learning theory (Scherer, Adams & Wiebe 1989). The relationship between socialization amongst influenced peers often helps in achieving a higher degree of performance (Scherer, Adams & Wiebe 1989). In an entrepreneurial setting, subsistence entrepreneurs accept and commit to their business environment. The majority of entrepreneurs reported that they are inspired by the people from their own community. According to one entrepreneur, “*No one is coming for our help. We have to look after each other....*’. Entrepreneurs who are in the market for the last ten years are in a position to help newcomers in their community. Another entrepreneur that has recently helped one of our employees to start her own business mentioned in her interview:

“With limited number of resources and support, it is difficult to manage internal challenges. There was a girl who was working under my supervision for the last ten years. I had realized her skills and talents a few years ago. If I would have acted selfishly, I will never let her go. But I knew her challenges and the status of her family finances. I helped her in opening her own salon and directed many of my customers to her salon in its initial days.”

The entrepreneurial ecosystems support a structure for sharing an overlapping knowledge basis. Knowledge can be related to the process or the task (Darr, Argote & Epple 1995). Access to information that can help entrepreneurs to make better decision in the early stage of the business often brings positive results. For example, two entrepreneurs expressed that the source of their funding money in their initial business life was the same. The knowledge for the same source of funding was exchanged between entrepreneurs. The similar living conditions and a limited number of resources have created a sense of coherence amongst the entrepreneurial ecosystem participants. The processes and behaviors can be improved by providing constructive and productive feedback to the same players in the business community. Since the entrepreneurs in this study mostly share a similar geographic region, they have developed a feedback system to maintain the prices for the same products and services. The above description draws attention to the system in which salon owner entrepreneurs created a sense of harmony in setting up prices for their services. Additionally, rather than thinking about individual businesses, they have devised a way for creating a win-win situation for all salon owners in their area. As Sadaf, a salon owner mentioned:

“The market of people coming to my salon does not afford high prices. There are a few more salons in the same area. We all try to keep our prices similar. We do not want to inflate our prices so that one can lose a customer base.

Everyone has their own customers. If the prices are similar, customers do not feel alienated in the environment.”

This quote highlights how subsistence entrepreneurs share an understanding of their societal needs. The initiatives taken by entrepreneurs are adopted by the mindset of making a positive social impact. They are involved in deploying the strategies that address the social progress of the people living in their community. The social mission embedded in entrepreneurial business culture can address social problems (Viswanathan, Gajendiran & Venkatesan 2008). Entrepreneurs associated their respect for values in the community. At a broader level, respecting the cultural values has resulted in positive outcomes for the businesses. Sharing values and respecting them have become the essential part of their entrepreneurial ecosystems. The entrepreneurs had grown up in similar living conditions, where they are aware of their value system. For instance, Hina, who runs her clothing shop and is a young mother of two kids, shared her struggle to get raw material every day from the market. Thus, the EE supports her in a way that she identified:

“Being in a clothing business, I need to get a raw material from the market often. Me and a few of my friends that have the same business have the same supplier. Being a woman, it is difficult for us to leave the house and visit the market every other day. The supplier understands our situation. He brings his whole new stock to our house. Me and my friends meet him at my home and we buy what we need. I really appreciate his efforts that being a mother of young kids, we cannot come to the market every other day.”

Common intentions for the community

The integral factor of entrepreneurial ecosystems participant working for a mutual cause is to build long and beneficial relationships amongst the subsistence

entrepreneurs' community. Moreover, there is often a high hope of successful businesses in their relationships. It was by no means clear that these entrepreneurs wanted to help each other. The two same businesses are in the same geographic spot. They have not only aligned their beliefs and values but enable each other a chance to develop and grow. The goals that can lead to better living standards work as a motivating factor in subsistence entrepreneurs. In case the of Saima who runs her own clothing store, she shared her experience of expanding her business with the support around in society. As she states:

“The marketing of my business was done by my own friends. They put in a good word of mouth for my designs in the market. I certainly owe my initial sales to my friends. In the last years, I have started my own handbags and maternity line. The husband of my friend used to work at a big brand. He showed his designs to the designer. It helped my business a lot.”

Moreover, Saima needed to go further to deal directly with big designers to sell customized designs. With less funding and no support from institutions, creating and embracing change became inevitable. External forces are not favorable in the subsistence community in Pakistan. Disruptions in political and governmental laws make it challenging to adopt a coherent approach. The individuals in this study have guaranteed the success of their businesses on internal support. Internal forces are difficult to control but if steered in the right direction, they can become the biggest advantage for the business. For example, Nimra, who runs her own home-based food business identified the mass market level in Pakistan that needs to be addressed. She found an opportunity in that market and started catering to it. This model where entrepreneurs are catering to people who are not able to afford a food service, represented a unique way of bringing the community together. This example

illustrates how a profound understanding and sharing of knowledge about the market has become critical in the success of subsistence entrepreneurs. This typically requires a synergy in mindset and way of thinking between the entrepreneurs. In other words, sharing a scheme for addressing a larger market forms an underpinning of a coherent marketplace. She stated in her interview that:

“There are many people who are working here in Lahore on daily wages. They have come from different rural areas of Pakistan to earn money for their family back in their village. They do not have a proper setup and living conditions. Me and a few of my friends started this business of providing simple and affordable food and delivery to them every day. The profit is barely significant in this business. But the support we aim to provide these men and women in need has a positive impact on their businesses. We have grown our businesses in a normal time. I believe, if I help someone in need today, I will get help from my God later in my life.”

This study indicates that context and life circumstance of subsistence entrepreneurs is vital in creating a commonality in their community. Attitudes and perceptions of the people around entrepreneurs are important for their successful business venture (Varman & Costa 2008). They derive the energies from each other and the motivation to get a better life is present amongst the whole community. Some cultural values do not support women entrepreneurs in Pakistan. Leveraging the available resources and facing strong criticism does not stop them. This manifested itself in changing and modifying the behaviors of people around them. It includes immediate family and friends. Amaira, running a beauty salon for ten years discussed this during the interview. She shared her experience when everyone was against her decision of starting her own business. It took a decade to change the perception and attitude of her family to accept her business. An understanding that much of this behaviour and

perception lies in the minds of every second person in their community prompts her to work hard. The ingrained behaviors of people who can possibly become a support system to the business affect the business in negative way. Amaira said:

“In Pakistan, a 9-5 job is always considered a secure and safe job. There was no one in my immediate and extended family who tried their luck in business. Financial hardship and scarce resources were always present. But no one in my family ever decided to do something about it. When I told my family that I want to do something of my own there was a huge opposition. I wanted to do something for my family. I started my business with zero support from family. After spending and investing my physical and mental efforts for 10 years, I can proudly say that my efforts cannot be ignored. I funded my younger brothers and sister’s education. This change in mindset and acceptance for my business is a huge achievement for me.”

Intangible Resource Augmentation

This second aggregate dimension of coherent entrepreneurial ecosystems uses actions that entrepreneurs are using at an individual level to generate an understanding and relevance that exists in the system. The emphasis here is less on the collective approach and more on using human capital resourcefully available at an individual level. This aggregate dimension revolves around the skillset of entrepreneurs to solve their problems and benefit themselves in the future. Entrepreneurs relied on tangible and intangible resources such as their personal knowledge and skills to get attention for their business. The findings reveal that entrepreneurs used their family resources and personal knowledge to invent new ways of cutting costs and modifying the existing resources at the hand of the family for business purposes. Since the subsistence entrepreneurs operate in a community with similar living conditions,

people in their community are aware of their creative skills and craft. The community is closely interlinked that word about their craft reaches out to the established entrepreneurs. The support that is received from newcomers maintains a healthy flow of knowledge from old to new entrepreneurs.

Utilizing family resources

Entrepreneurs illustrate the nuances of shared family capital and its importance in their businesses. The value created out of their family resources further elaborates the positive relationship within their community. Life goals of family members are shared. This gives another level of dedication to their inputs for the business. Entrepreneurs strive to act quickly in uncertain situations (Hall et al. 2012). Identification of available resources and capital is equally important to creating one. The idea of harnessing the resources is closely related to harnessing the business. It involves leveraging the resources tactfully. Aisha mentioned in her interview how she made the best usage of her available resource to fight the challenges of life. She stated:

“Before I got married, I have worked in a pharmaceutical company for 8 years. I had already saved a small amount for my future. When I got married, there was a friend of mine who had her own salon. Her business was running profitable and she was earning a good amount. I worked under her supervision for a few years free of cost. She was kind enough to teach me all the skills. After a few years, I opened my own salon. I believe that whatever was in my control, I had to make it work for my kids.”

Intangible resources can speed up the growth and development of any business if utilized in an efficient manner (Yamakawa et al. 2013). To facilitate the usage of intangible resources available, entrepreneurs ensured that they learn from everybody

in their life. With the absence of proper education, training or learning, a strong belief has encompassed their trust in support groups. These support groups function as institutions for the subsistence community who want to earn their livelihood in poor conditions. Khadija did not know anything about home-based food businesses. All she was aware of was how to cook. The support and encouragement she got from people living with her in the same building were enough for her to start the business. Other women doing the same business in her area wanted her to have a positive and smooth entry into the business. They funded her in small amounts of money in order to renovate her kitchen. She mentioned in her interview:

“My husband works at a restaurant as a waiter. When I started my home-made food business, my husband helped me a lot. He used to tell me that how should I pack and present my food. I am not a professional chef. My husband showed me videos to make my food more presentable.”

Innovative problem solving is a skill which is well appreciated in today's technology-oriented world. Entrepreneurs in this study conceptualize their problems and constraints in a different manner. Entrepreneurs operating in similar areas face similar problems and challenges. There are high chances that if one solution works for an entrepreneur, it can help others in the community. Shaheen has strategically utilized all the family resources to support her business. Her kids have helped her to grow bigger with time. She shared her reluctance in the start but later with time, she gives all credit to her kids for keeping the business up and running. She stated:

“My children helped me in creating a Facebook and Instagram page for my business. I do not know much about technology. I know how to cook, and my kids manage my online presence. My kids came up with the name of our business. My son uses his bike to deliver food to the customers. I have never

learnt cooking professionally. I have been taught by my own kids with time that how do we keeps our business running.”

Contribution with own knowledgeability

This sub theme of second aggregate dimension refers to the beliefs about the value of knowledge coming from individual experience. Some entrepreneurs’ view uncertainties as a part of the entrepreneurial process. The political and economic disruptions and uncertainties are present in Pakistan. These uncertainties affect the lower scale businesses and entrepreneurs at a massive level. These uncertainties need to be addressed by proper action plans. If they are not addressed properly, it can decrease the reputation of the whole business in no time. Subsistence entrepreneurs do not have a financial cushion that can save them from such economic uncertainties. Disruptions can be unpredictable, and contingency plans should be in place to deal with them (Ndivhuho & Richard 2015). In low scale businesses, there are many operations who are taking place on a day to day. The businesses do not have that capacity to handle a drastic change. Hence, subsistence entrepreneurs expressed a high level of an intellectual solution in their roles as the founder of their business. These decisions are made on their personal competence. For example, Sundus was candid about her experience of creating a business after facing an uncertain life situation. She commented:

“In my early childhood, I used to make clothes for my dolls at home. My mother taught me how to stitch. It was my hobby to spend hours on the sewing machine and make clothes for my dolls...When I got married, my husband got into a road accident and he lost his legs. As a family we suffered from severe financial crisis at that time. My parents were very kind. My father sold his land in village and supported me with funds to start making women clothes. Initially,

I used to deal with my customers in the same room where me and my kids along with my handicapper husband lives. Gradually, I made a Facebook page for my designs. The sales started increasing. It took me many years to finally move out from one-bedroom house to a bigger house. I still believe that after my husband's accident if I did not predict our future at that time. I would have faced much more serious consequences.”

Coming from financially challenged life situations, subsistence entrepreneurs must make decisions with no support and guidance. This led to decision making which might not be feasible and necessary to be done. The outcome of such decisions can make the whole business inefficient. Despite trusting their own knowledge, skill, and abilities, they feel proud of their achievements. They have learned through their experience that certain things could have done better or more efficiently. The entrepreneurs mentioned in their interviews that they lacked financial knowledge and did not how to plan for uncertain times in advance. There is no presence of government subsidies that can save them from the aftereffects. Pakistan also faces natural calamities such as floods, almost every year. These natural disasters affect the people at the bottom of the pyramid the most. Subsistence entrepreneurs shared many instances where floods destroyed their equipment's and machines permanently. To reduce financial loss, entrepreneurs have developed strategies where they can get insurance for the business equipment.

The entrepreneurs mentioned their efforts of helping other people around them who are financially challenged, and they need a head start for their business. The relationship amongst the subsistence entrepreneurs is so strong that they make little contributions according to their budget and help the people in need. In emerging economies, getting access to seed money for the business is always the challenging

part for any entrepreneurial venture. People are reluctant to invest in businesses due to unfavorable political and economic circumstances. The chances of getting a return on investment is considered high risk. In such situation's subsistence entrepreneurs have created their own channels of getting seed money. Maheen started her business with borrowed money. After a few years, that money was used to help other women in need to start a business. There are people who have established a strong reputation amongst the community to lend money. They can take funds from people, manage them and prioritize the help to those who need most. This way the same money is circulated among the same people. Maheen shared her experience:

“When I setup my salon at home, I borrowed money from 4 of my friends who run their own salons in the same area. After 4 years, I returned my money to them. It was not easy. It became very difficult with my expenses to return the borrowed money. But I can see many other women who are in the same situation of mine. My friends took that money and helped other women in our area who was facing financial hardships. In our society, fulfilling necessities of life gives us self-satisfaction. It puts us in a position to help someone else with more hardships.”

7.6 Discussion

This research enriches the discussion around the entrepreneurial ecosystem and subsistence entrepreneurs. In this paper, the market for subsistence entrepreneurs in Pakistan is characterized as a disadvantaged sector with less support from institutions or government systems. They manifest their own understandings of processes and systems and make collective efforts within their community. These communities of entrepreneurship have different modes of composition and functioning as compared to the other entrepreneurs in the country. This characterization of the entrepreneurial

ecosystem that is supportive of their activities provides a useful view that unfolds the coherent participants of an entrepreneurial ecosystem. This paper makes contributions to the literature of entrepreneurial ecosystems for subsistence entrepreneurs by (a) identifying the coherent participants of entrepreneurial ecosystems and (b) exploring the processes and mechanisms being used by subsistence entrepreneurs for survival. Consistent with (Roundy 2020), the data suggests that the participants of an entrepreneurial ecosystem shared their knowledge with other entrepreneurial communities, which creates the same knowledge schemas. In addition to exploring the coherence in entrepreneurial ecosystems, this study has unfolded some mechanisms and processes to create a coherence EE. Few participants of the entrepreneurial ecosystems like the government and market exacerbate their supportive ecosystem with frequent law changes. Similar to (Si et al. 2015), we found entrepreneurs who have built their business with support of their family and community.

Figure 7.2 illustrates the theoretical contribution of this study. This figure includes the phenomena of coherent entrepreneurial ecosystems and the growth of subsistence entrepreneurs. The horizontal axis represents the degree of coherence in an entrepreneurial ecosystem. It is based on the degree of commonality amongst an entrepreneur's community. It represents their shared vision and mindset for the betterment and empowerment of their community (Lewis & Herndon 2011). The vertical axis represents the growth of subsistence entrepreneurs from the initial stages of business lifecycle till growth. The boundaries of entrepreneurial ecosystems are multi-dimensional. In the last 20 years, there has been a drastic change in the way of doing business. The environment that acknowledges the contextual factors of society is dependent on several factors. Apart from socio-cultural aspects, if the guiding rules,

logics, and values are shared together, it creates a coherence amongst the entrepreneurial ecosystems. There is a condition that the participants share a common geographic epicenter. This epicenter allows them to engage in similar entrepreneurial behaviors. Shared knowledge facilitates cooperation among EE participants.

Figure 7.2: *Theoretical contribution of the study*

Growth of subsistence entrepreneurs	High	<ul style="list-style-type: none"> • Entrepreneurs have strong intellectual capabilities to comprehend situations. • Highly passionate for the craft. 	<ul style="list-style-type: none"> • Subsistence entrepreneurs engage in same entrepreneurial activities. • Entrepreneurs shares same way of thinking and problem-solving solutions.
	Low	<ul style="list-style-type: none"> • Selfish behaviours (No intention for community empowerment). • Entrepreneurs struggle alone and end up damaging businesses. 	<ul style="list-style-type: none"> • Knowledge is not utilized properly. • Entrepreneurs are unable to align their individual expertise with shared knowledge of support groups.
		Low	High
Coherence in entrepreneurial ecosystem			

It should be noted that the sustenance of such an ecosystem is by no means inevitable. Indeed, the entrepreneurs in this study reveal their several attempts to get a positive outcome from their actions. Coherence has been observed when broader intentions and goals are aligned with common actions to achieve them (Audretsch & Belitski 2017). Subsistence entrepreneurs often seem to be copying various components of other entrepreneurs in order to minimize the risk. The established businesses have identified customer expectation and have been designed according to their needs. Entrepreneurs have engaged in common product lines to avoid the risk of failure. Each entrepreneur has developed a specific product or expertise that cannot be easily imitated. Entrepreneurs belonging to food-based businesses have developed a dish on

their menu which has become a famous dish for them. That is one of the reasons that they do not feel reluctant in sharing their business knowledge with other entrepreneurs in the market. Their craft and its speciality cannot be easily replicated. The degree of coherence made them a strongly interconnected system. Response from other entrepreneurs with failure to any venture is highly beneficial for the newcomers. The coherence does not only lie between the entrepreneurial community. However, the support group does not necessarily have a direct connection with the business but still they are sharing intellectual assets for the uplifting of the community. These dynamics reflect the considerable opportunities for institutions to invest in these communities. The knowledge structures shared by the other entrepreneurs in the community should be the main resource for subsistence entrepreneurs. Individual knowledge assets with no training and education play a larger role in improving their lives (Kabir et al. 2014). While we realize the zero input from considerable prominent institutions in the country for subsistence entrepreneurs, the literature provides evidence that coherence in participants of an entrepreneurial ecosystem provides a way out of their highly challenged and poor life conditions.

7.7 Contributions

This research presents a number of practical implications for government institutions and policymakers working in developing countries. The entrepreneurs with disadvantaged backgrounds and low-income are restrained from resource allocation in annual policies. This research shows that without much support from government, subsistence entrepreneurs are getting support from their own community and participants of their entrepreneurial ecosystem. This study has highlighted the aspects of the entrepreneurial ecosystem that are supportive for subsistence entrepreneurs in

Pakistan. In absence of government and policy makers support, subsistence entrepreneurs are getting help from their support systems, culture, and human capital. They have a unique support system that is keeping them alive. The flow of knowledge within these participants of an entrepreneurial ecosystems seems perfectly aligned with their objectives (Roundy 2020). These subsistence entrepreneurs are sharing their knowledge and experiences within the community to make other people equipped for survival. Therefore, with the emergence of the knowledge-based economy subsistence entrepreneurs should be given equal chances and resources in the country (Roundy, Bradshaw & Brockman 2018; Roundy, Brockman & Bradshaw 2017). It is always beneficial to learn from established and existing entrepreneurs in the market who are in the right position to share their experiences. These insights will help policymakers to develop policies that can address their issues. Subsistence entrepreneurs are living in a resource scarce, discriminatory and lack of education environment. Their support system is based on their family and friends. They consider the other entrepreneurs in the community as an authority. They have shown a deep level of trust in these authorities. The ecosystem that they have developed and nurtured with their own relationships and trust presents a coherence. The commonalities between these entrepreneurs are their poor living condition and financial hardships. Moreover, entrepreneurs have depicted their wisdom of creating networks and support system in the entrepreneurial ecosystem around them. Table 7.3 will summarize the contributions of this study as follows.

Table 7.3: Summary of contributions

Contribution	Evidence from findings
Subsistence entrepreneurs utilize the knowledge provided by other entrepreneurs in their community. Subsistence entrepreneurs connect more with the people around them	Subsistence entrepreneurs work in collaboration with their competitors. The purpose of encouraging each other is to build up the community. Through socializing, entrepreneurs learn and establish their businesses for growth.

for support and advice.	
Subsistence entrepreneurs tends to put all their available resources and capital in their business.	Knowledge is truly considered as a valuable intangible asset in subsistence entrepreneurs. The guiding rules for operating in the ecosystem are shared among the community which is widely accepted because of a shared value system.
The coherence in entrepreneurial ecosystem for subsistence entrepreneurs aids their entrepreneurial venture from initiation to growth.	The entrepreneurial ecosystem with its all factors, is not supportive for subsistence entrepreneurs. There are few participants in the EE which have developed a structure of knowledge sharing. This shared knowledge is transferred from one subsistence entrepreneur to another.

7.8 Limitations and direction for future research

As a qualitative study, the intention of this research was to explore how subsistence entrepreneurs have created their own favorable system in a non-supportive environment of Pakistan. There are many factors in the entrepreneurial ecosystem of Pakistan which is not at all favourable for subsistence entrepreneurs. However, this paper analyses how they have made a strong system based on their culture, support groups and human capital to fund, run and grow their businesses. The entrepreneurs selected for this study belong to three different types of businesses. The reason for choosing a group of 10-12 entrepreneurs from the same business operating in a similar geographic area was to analyze the strength of their support system. This can be perceived as a bias. However, the choice for selecting entrepreneurs was justified because the aim of the research was to study subsistence entrepreneurs who share the same entrepreneurial ecosystem and context, and the location is essential to it. Another limitation is that this study was conducted in one country and within a few communities. Generalizing the results of this study should be done with caution. Another potential limitation is that the interviews are conducted in Urdu language and

translated later in English. The translated versions may change the meaning of the entrepreneur's narrative. However, they have been approved from the individual entrepreneurs after translation and transcription.

The findings of this study present only the tip of iceberg in terms of entrepreneurial ecosystems of emerging economies. Future research can explore the mechanisms working in disadvantaged communities to further deepen the understanding of the entrepreneurial context in Pakistan or other developing countries. There are many participants in an entrepreneurial ecosystem that can affect entrepreneurial activities. This study focused on the perspective of culture, support system and human capital due to coherence among them. In future research, perspectives from other participants of an entrepreneurial ecosystems like government institutions and other markets should be studied. There might not be coherence among them, but many other aspects can be unfolded. Furthermore, low-income entrepreneurs provide potential ground to investigate the entrepreneurial ecosystem diversity and interdependence. It would also be enlightening to research similar level entrepreneurial activities in some other geographic locations. It would be interesting to delve deeper into studying the mechanisms and processes used by subsistence entrepreneurs with limited resources and zero support from the government. This would shed light on the presence of strong networks providing a base to their survival and growth. Working in the intersection of formal and informal support groups will be interesting for further studies as well. Clearly much more needs to be done to understand how entrepreneurs with a disadvantaged background are faring under the absence of proper infrastructure. In the methodology section, it was discussed how these entrepreneurs work in overly crowded places. Future research should conduct more research into

this topic and share the challenges of getting access and collecting data from these communities.

7.9 Conclusion

In this chapter, we have focused on the role of coherence in entrepreneurial ecosystems for the survival of subsistence entrepreneurs in Pakistan. We have specifically looked at the three domains of the entrepreneurial ecosystem i.e., support groups, culture, and human capital. Specifically, we have conceptualized the theory of transaction memory to explore the coherence in an entrepreneurial ecosystem. By starting with a sample of entrepreneurs operating in a geographical epicenter, we were able to explore how entrepreneurs with zero support from the government and institutions are making their way out of disadvantaged life conditions. The entrepreneur's interviews allowed us to explore the phenomena in depth. The themes emerging from the analysis are Shared Echelon Knowledge Schemas and Intangible Resource Augmentation. It covers all the characteristics of coherent ecosystems from which entrepreneurs are taking advantage and support. Subsistence entrepreneurs who are running businesses in the same geographic area shared common entrepreneurial activities and way of thinking. The knowledge structures established by them play the role of shared rules for the rest of the community (Roundy 2020). Furthermore, these subsistence entrepreneurs represent the unique mechanism and processes of a unified approach to knowledge sharing. Entrepreneurs exhibited confidence in meaningful knowledge shared amongst entrepreneurial ecosystems. Lastly, subsistence entrepreneurs manifest their abilities to maximize the outcome of available resources that are tangible or intangible. To conclude, this chapter has brought a message of strong and coherent entrepreneurial ecosystems around subsistence entrepreneurs,

which is helping in the growth and development of subsistent communities in Pakistan. More specifically, a key policy implication from this research is that providing financial or non-financial support from institutions would likely boost subsistence entrepreneurship. The potential of this community is excellent without formal support, but it will grow more if addressed properly.

7.10 References

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Chapter 8. Entrepreneurial ecosystem during COVID

19: The survival of small businesses using dynamic capabilities

Rashid, S. and Ratten, V. (2020), “Entrepreneurial Ecosystems during COVID 19: The Survival of Small Businesses Using Dynamic Capabilities”, *World Journal of Entrepreneurship, Management and Sustainable Development* (Accepted).

8.1 Abstract

Purpose: The world is going through a global crisis after the outbreak of coronavirus (COVID 19) in most areas of the world. Businesses particularly small ones do not work in isolation but instead are embedded in an entrepreneurial ecosystem that is dependent on environmental conditions. The disruptive changes from COVID 19 have caused serious damage to the global economy, so it is up to entrepreneurs to bring equilibrium by introducing change. This chapter adopts the lens of dynamic capabilities to study how small business entrepreneurs are trying to survive and grow in an entrepreneurial ecosystem affected by coronavirus.

Design/methodology/approach: Using qualitative research methods, 20 Pakistani entrepreneurs have been interviewed in order to assess how the entrepreneurial ecosystem in an emerging economy has been affected by COVID 19. This enables a contemporary and realistic understanding about the way small business entrepreneurs have adjusted to a crisis.

Findings: From the data analysis the three main dimensions of dynamic capabilities for small business entrepreneurs emerge, which involve a sensing, seizing, and transforming capability.

Research limitations/implications: The findings suggest that small businesses utilise the following strategies to cope with change: emergent humanitarian crisis, carte blanche agile business models and effectual business functions. These findings contribute to the literature about the challenges of current crises and how businesses can cope in this situation using a dynamic capabilities perspective.

Practical implications: The findings contribute to the ability of small businesses to cope during the current pandemic situations and anticipate how to manage future crises. Furthermore, the entrepreneurial practices exercised by small businesses are also presented that represent an innovative way to understand crisis management techniques by entrepreneurs in emerging economies.

Originality: By drawing on the existing literature of COVID 19's impact on businesses, the theoretical contribution of this paper highlight the applicability of dynamic capabilities on small businesses to survive during the global crisis.

Keywords: Coronavirus, COVID 19, dynamic capabilities, emerging economy, entrepreneurial ecosystem, Pakistan, small business entrepreneurs

8.2 Introduction

The COVID 19 pandemic has left economies around the world wondering what normal life would look like when it is over. The virus has affected 188 countries in the world and its impact has been felt globally. As a result, economies and social conditions around the world have become more volatile in nature with the pandemic affecting developed and developing countries at the same rate (Shankar 2020). Governments are trying to handle their health care systems to manage its severity with many experts advising its after effects on economies and businesses are yet to come (Beech & Anseel 2020). The pandemic started in January 2020 with the physical lockdowns starting later in different countries. Businesses have been significantly affected due to these new security measures including physical distancing with small businesses more vulnerable to such a crisis due to their limited resources. Many small businesses operate on limited cash reserves and do not have savings to help them live through any crisis (Shankar 2020). As a result, the social, cultural, environmental, and political environment of every country has changed. A way to understand these environmental affects is through an ecosystem perspective, which defines the interactive and collaborative systems that can affect the dependency of a business (Ratten 2020b).

Entrepreneurial ecosystems have affected many small businesses particularly during the COVID 19 pandemic as surviving in the new economy is tough. The role of entrepreneurs to support the local industry of any economy is widely acknowledged and is considered the lifeline of an economy in times of hardship (Budhwar & Cumming 2020). Recent evidence suggests that dynamic capabilities helps keeps surviving businesses in a constantly changing environment (Eisenhardt & Martin

2000). However, the literature on entrepreneurial ecosystems indicates that entrepreneurs practice dynamic capabilities to sustain their success. The changing ecosystem due to COVID 19 poses many threats to small business entrepreneurs. For this reason, in this study we explore the role of dynamic capabilities in the survival of small businesses operating in more complex and challenging entrepreneurial ecosystems. Thus, this research aims to answer the following research question and sub research questions:

RQ: How are small business entrepreneurs using dynamic capabilities to survive and grow in entrepreneurial ecosystems affected by COVID 19?

SRQ1: How are small business entrepreneurs using their sensing abilities to survive and grow in entrepreneurial ecosystems affected by COVID 19?

SRQ2: How are small business entrepreneurs using their seizing abilities to survive and grow in entrepreneurial ecosystems affected by COVID 19?

SRQ3: How are small business entrepreneurs using their transforming abilities to survive and grow in entrepreneurial ecosystems affected by COVID 19?

This paper aims to deepen the understanding of business life during COVID 19 and its impact on small businesses. Therefore, 20 semi structured interviews were conducted with small business entrepreneurs. These small businesses are in Pakistan. The research aims to provide an emerging economy context to COVID 19. Developing countries are already facing uncertainties in their economic and political environment. The coronavirus pandemic has affected their stability more than developed countries due to their reliance on export trade. After conducting the interviews, the findings suggest that entrepreneurs have accepted the fact that this situation is not going to get better soon. They are preparing their survival plan and re-purposing their business models to survive and grow in this environment. The data was analysed using the

Gioia methodology, which helps in highlighting three aggregate dimensions which can answer our research questions.

This paper begins by highlighting the theoretical background of entrepreneurial ecosystems in COVID 19 and the role of dynamic capabilities. It then details the methodology and the research context. After presenting the findings which emerged through the Gioia method of analysis, the practical implications will be presented along with the limitations of the study.

8.3 Theoretical background

8.3.1 Entrepreneurial ecosystems during COVID 19

Entrepreneurs are predisposed to adapt themselves in changing environments. COVID 19 has not only changed the perspective of people's lives, but it has changed the global business landscape (Ratten 2020b). An entrepreneurial ecosystem refers to the collaborating dynamic network of systems that interacts together and results in a conducive environment for entrepreneurship (Roundy & Fayard 2019). The main components of an entrepreneurial ecosystem are the culture, networks, and infrastructure (Heaton, Siegel & Teece 2019). This means that the development of an entrepreneurial ecosystem in any economy is based on the environmental factors. Entrepreneurial ecosystems do not thrive in isolation but are dependent on multiple factors. In times of coronavirus, the definition for entrepreneurship in terms of opportunity and necessity has been changed. This is due to the needs and wants of the consumer have been drastically shifted due to "new normal" life situations that are characterised by social distancing and personal hygiene. According to (Nambisan & Baron 2013), ecosystems can be measured in terms of connectivity, diversity, density, and fluidity. During the COVID 19 pandemic, the dependencies of different entities

included in an entrepreneurial ecosystem fluctuate based on societal need. In absence of the usual business functions, different modes of technology and strategy have been utilized to manage small businesses. Another important element in entrepreneurial ecosystems are the formal networks supporting the entrepreneurial activity (St-Pierre et al. 2015). These networks are evident in community groups in online contexts during the pandemic, which play an important role in connecting customers with their desired service.

Entrepreneurial ecosystems provide resources to all new and existing entrepreneurs in the community. The resources needed for new venture creation and business development emerge from the entrepreneurial ecosystem (Muldoon, Bauman & Lucy 2018). Under the current conditions faced in the coronavirus pandemic, there is a need for new and fast entrepreneurial activities. Emerging economies like Pakistan, rely heavily on the import of raw materials and other products for their businesses. With the borders shutting down, the gap in the inflow of imports has also created an entrepreneurial opportunity for many entrepreneurs (Tatoglu et al. 2020). The transitional system of an emerging country to a developed country requires dynamic capabilities. This is due to entrepreneurship not being static in nature but occurring in a dynamic context (Beech & Anseel 2020).

Small businesses nurture the idea of entrepreneurship and innovation. At the same time, they face the liabilities of being new in the market (Carniel & Dalle 2020). During the current pandemic of coronavirus, where big brands are filing for bankruptcy, consumers are depending on local and small businesses. The ideal solution for small businesses to eradicate their alienness in the market is to develop strong social networks to facilitate the exchange of resources (Jha 2018). Small businesses are always vulnerable to changes in the external environment. The

environmental conditions constitute both positive or negative vibes amongst members of an entrepreneurial ecosystem. Entrepreneurial ecosystems are not only restricted to the support and facilitation of tangible resources and networks but also provide other necessary support (Yang et al. 2020). Entrepreneurial ecosystems also foster an entrepreneurial environment by the presence of open-minded customers. Due to the lock down all over the world during coronavirus, customers have become more open minded as they are connected with the wider world and have been exposed to more inflows of information.

8.3.2 Theoretical framework: Dynamic capabilities to survive and grow

The dynamic capabilities perspective proposed by (Teece 2012), is rooted in the entrepreneur's competencies and capabilities to come up with new products and respond well to changing market conditions. No prior research predicted the current changing market and life conditions in a pandemic (Beech & Anseel 2020). Dynamic capabilities focus on businesses being responsive to changing conditions and reconfiguring their existing resources in a volatile environment (Arend 2014). The basis of dynamic capabilities refers to three important areas of action: sensing, seizing, and transforming. Competitive advantage itself is not enough for businesses to survive the current changing business landscape (Darawong 2018). Having an ability to predict the opportunities and addressing them by using existing resources is needed (Eikelenboom & de Jong 2019). Coronavirus has affected all countries with some more affected than others. Businesses being closed in the lock down has opened up new ways of conducting business transactions that are facilitated by digital technologies. Existing resources need to be fine-tuned and where needed create new resources for businesses to survive in this pandemic (José Carlos 2011).

Identifying the opportunities at the right time is crucial in times of a crisis (Farooq 2019). The huge market gaps have compelled a number of new players to enter the marketplace. The consequences of this short-term vision of entering a market based on the current need cannot be judged and measured now. Predicting what will be needed soon will help businesses to cope with the coronavirus in a more stable manner. To pursue opportunities in the marketplace resources need to be mobilised at the same time (Teece & Leih 2016). No business or economy was ready for such a pandemic as the current one, thus, the acting upon and mobilising of resources is bounded with time constraints. Upgrading and re-evolving resources could help to address the problems in the future as well. A small business with a competitive advantage can never be imitated (Sabai & Ho 2019). Hence, dynamic capabilities allow the business to maintain their competitive advantage in an uncertain and more volatile market environment (Woldesenbet, Ram & Jones 2012). Dynamic capabilities help businesses to be more resilient in the presence of unforecastable uncertainty (Teece & Leih 2016). These capabilities are rooted partially in the cognition of entrepreneurs (Maldonado-Guzmán et al. 2019). The dynamic capabilities framework aids entrepreneurs in integrating the technology, business, and strategy in a complex environment (Verbeke 2020). Under the current pandemic of coronavirus, entrepreneurial ecosystems can grow, decline or be reborn (Brammer & Clark 2020). Thus, the way an entrepreneurial ecosystem evolves depends on the entrepreneurs that shape and utilize the support system embedded in their environment.

8.3.3 Entrepreneurship and Crisis Management

A crisis is referred as a phenomenon that entails a high level of uncertainty. It does not happen very often but when it does it can affect society on a massive scale. COVID 19 originated in 2020 and has been considered as a health pandemic. The

virus is spread by a droplets passed between individuals based on close contact. With every crisis, a sense of urgency to respond comes at an equal pace (He et al. 2020). The nature of this virus has led to a lock down of daily life activities and businesses with the result being a major change in life perspective (Shankar 2020). Small businesses are vulnerable to volatile conditions (Arend 2013). The covid-19 pandemic has been a huge shift in the management and survival of small businesses (Budhwar & Cumming 2020). Due to the need for quick transformation of current business practices there has also been a growth in opportunities. Small businesses are revamping their business models to quickly adapt to the changing market condition. There are new customer needs that must be addressed and dynamic capabilities can help small businesses to survive and grow in this health pandemic.

8.4 Methodology

8.4.1 Research design

In adopting dynamic capabilities framework as the theoretical foundation, this study will examine how small businesses in Pakistan are coping in a changed entrepreneurial ecosystem environment during the coronavirus health pandemic. A qualitative research design has been selected for this study. Pandemics bring a great deal of uncertain and volatile political, economic, and environmental situations. Qualitative research methods allow the researcher in times of crisis to achieve a nuanced understanding of the processes involved (Crotty 1998). Moreover, qualitative research allows the researcher to gain a rich description and insight into the phenomena (Huberman 1994). To do this properly the qualitative research needs to be designed in a way that can help study why the processes occur in a specific institutional context (Pratt M 2009). Under the current circumstances of great societal

change during the health pandemic, understanding the changed context is very important for small business. Economies around the world are facing financial downfall but developed countries tend to have more ability to survive through such pandemics. On the other hand, emerging economies are more vulnerable to international uncertainty. In this study, a qualitative research approach will help yield more information regarding the changed entrepreneurial ecosystem conditions under which small businesses are trying to survive and grow by using the dynamic capabilities perspective. The purpose behind selecting an emerging economy context is not to give privilege to one type of ecosystem that normally involves developed economies. The objective is thus to explore different types of relationships between the factors involved within an entrepreneurial ecosystem. Moreover, this research also aims to study how different attributes in an emerging economy entrepreneurial ecosystem affect the capabilities of entrepreneurs to survive and grow during the covid-19 health pandemic.

8.4.2 Research context and data collection

The focus of this study is Pakistan, which in recent years has grown in terms of world output as an emerging economy. Pakistan has a population of 212 million with almost 64 percent of the population in the age bracket of 30-35 years old. It has the highest proportion of young people in the population in its history, and it is forecasted to continue to grow till 2050. With the recent political change in Pakistan, an entrepreneurial culture has been encouraged more at the governmental levels. In this study, purposeful sampling has been used to select the entrepreneurs in this study. Entrepreneurs selected in this study vary in the size, industry, and life span of their respective businesses. According to (Steyaert & Katz 2004), qualitative methods have the potential to study and understand the socially constructed nature of entrepreneurial

processes. The identified entrepreneurs for this study have their businesses life cycle being between 2-10 years. In addition, the selected entrepreneurs had achieved business success and had financial stability before the Covid 19 crisis. All the businesses were well known and already made their mark in the market. In choosing these entrepreneurs, the objective of this study was to ascertain whether their development, growth and survival of their business is based on the business environment (entrepreneurial ecosystem) in which they operate. The selection of the entrepreneurs is based on an information-oriented selection which aims at achieving the maximum utility of information from small number of samples.

Data has been collected through semi-structured interviews in this study. Semi-structured interviews will help in gaining an in-depth knowledge about the topic of inquiry whilst addressing a phenomenon in a specific context. We conducted 20 semi-structured interviews with entrepreneurs in Pakistan. Interviews were focused on the entrepreneur's view of Pakistan's entrepreneurial community and how coronavirus has affected the way entrepreneurs run and grow their existing ventures. Table 8.1 below states the main interview questions asked during the semi-structured interviews.

Table 8.1: Interview questions

How COVID 19 has affected your business?
How are you managing with your employees and keeping a check on their wellbeing in this time of crisis?
How are you communicating with your employees to maintain a well-coordinated business?
How does the declined demands have affected you and how you plan to overcome it?
Was your business model resilient enough to cope this pandemic?

All interviews were audio recorded and later translated and transcribed. Semi structured interviews allow the researcher to explore the answers and motives of the informant. Due to the COVID 19 health pandemic crisis, all entrepreneurs were

contacted prior to the interviews to inform them about the interview questions. All the entrepreneurs were informed about the nature and objectives of this study. The entrepreneurs had to have knowledge about the entrepreneurial ecosystem and researchers expected that the entrepreneurs provide constructive and valuable information to achieve data saturation (Alasuutari 1995). Due to the social distancing measures and lock down in place, interviews took place via Zoom. All the entrepreneurs included in this study are running a successful small business in Pakistan. Interviews were solely focused on their experiences with the changing entrepreneurial environment in Pakistan due to the coronavirus pandemic. The profile of each entrepreneur and their pseudonyms is presented in table 8.2.

Table 8.2: Participant details

Participant code	Age	Number of employees	Years of business's existence	Role of interviewee	Industry	Market focus
WE1	35	10	5	Founder	Food (desserts and bakery)	B2C
WE2	40	7	3	Founder	Food (restaurant)	B2C
WE3	38	12	6	CEO	Photography and event planner	B2C
WE4	42	15	5	CEO	Home decor	B2C and B2B
WE5	45	18	8	Co-founder	Food (Desserts)	B2C
WE6	33	12	5	Founder	Food (café)	B2C
WE7	37	7	4	Founder	Food (Savoury and sweets)	B2C
WE8	29	5	2	CEO	Home decor items	B2B and B2C
WE9	45	16	3	CEO	Kids Clothing	B2C
WE10	36	11	8	CEO	Home decor	B2C and B2B
WE11	37	10	4	Founder	Home Bedding	B2B and B2C
WE12	43	13	7	Founder	Food (Desserts)	B2C
WE13	42	8	3	Owner	Food (bakery)	B2C

WE14	38	10	5	CEO	Food (restaurant)	B2C
WE15	36	11	7	Owner	Event planner and Photographer	B2C
WE16	30	11	2	Co-founder	Food (catering)	B2C
WE17	26	17	4	Founder	Clothing	B2B and B2C
WE18	35	6	6	Founder	Home decor	B2B and B2C
WE19	44	9	8	Founder	Kids clothing	B2B and B2C
WE20	40	12	6	Founder	Home bedding	B2B and B2C

8.4.3 Data analysis

Qualitative data analysis comprises of various steps. The preparation and organization of data helps the coding process later. The data was entered into Microsoft Word then translated from Urdu to English. Following this translation process, the data was entered into NVivo but then analysed using the Gioia methodology that focuses on identifying main themes. This analysis process was deemed most appropriate given the emphasis on finding themes related to entrepreneurial ecosystems and covid 19. The data analysis for this study aims to combine the theoretical explanation of identified themes emerging from the data. The data analysis process followed the Gioia methodology proposed by (Gioia, Corley & Hamilton 2013). This methodology explains the analytical process of identifying concepts in data, grouping them as themes and then finding the aggregate dimension at a wider level. The data generated from the interviews helped us in establishing the first order concepts. Furthermore, the relationship established among the first order concepts created higher order themes. Second order themes then resulted from constructs having a similar meaning. At this step, the research question and the theoretical background presented earlier in this

paper, helped us to identify the aggregate dimensions. Figure 8.1 shows the visual representation of these first order concepts, second order themes and aggregate dimensions.

8.5 Findings

In this section, the results of the analysis will be presented. There are some useful quotes and information emerging from the data analysis. This information will be useful in achieving deep insights which will help in analysing how small businesses are using different dynamic capabilities to survive and grow during the time of covid 19.

Emergent humanitarian crisis

The interviews reveal that small businesses are actively trying to sense the changed market trends during the coronavirus health pandemic. This crisis has affected the health, safety and wellbeing of many communities and larger numbers of people in the world. COVID 19 has shown that communities living in faraway regions can relate to a shared experience. In this case the experience brings fear and suffering. Due to the massive lock down, global economic activities have been affected. This brings a toll to all economies but particularly emerging economies, which are more vulnerable in such situations. Coronavirus threatens some communities more than the others. This study focuses on small business communities driven by entrepreneurs in Pakistan. Some founders in our study explained the impact of COVID 19 on their businesses rigorously throughout their interviews. The founder WE17 mentioned that after the lock down in March 2020, there were many changes that have been made at an operational level in their business. These changes were not intentional but were

purely based on the need of the time. They described the feeling of being made to change quickly as “forceable change”. The nature of this virus brings more damage in close interactions and confined spaces. Thus, the usual business processes were not feasible to continue running in such situations. During this time, many businesses were not able to pay the salaries of their employees. As a result, they had to terminate many jobs. WE4 stated in their interview:

There are some businesses who are responsible enough to cut down their own luxuries and checking on employee’s wellbeing. It was difficult for me to manage being a small business. I have terminated many of my employees too because I cannot afford their pays. My revenue came to a few thousands in these months. It is not enough for me to pay my bills how can I afford more employees. This kind of situation was never in our mind. We were not ready for such kind of calamity. My business does not have the potential to deal such situations. We have bills to pay. So, it is difficult to survive these days what to say of looking for wellbeing. We, being a small business did not have the financial cushion that we can afford at such times.

Difficult times demands difficult decisions for many small businesses. Their revenue has been way lower than expected. Many founders mentioned in their interview the kind of hardships they have been faced with in their business environment.

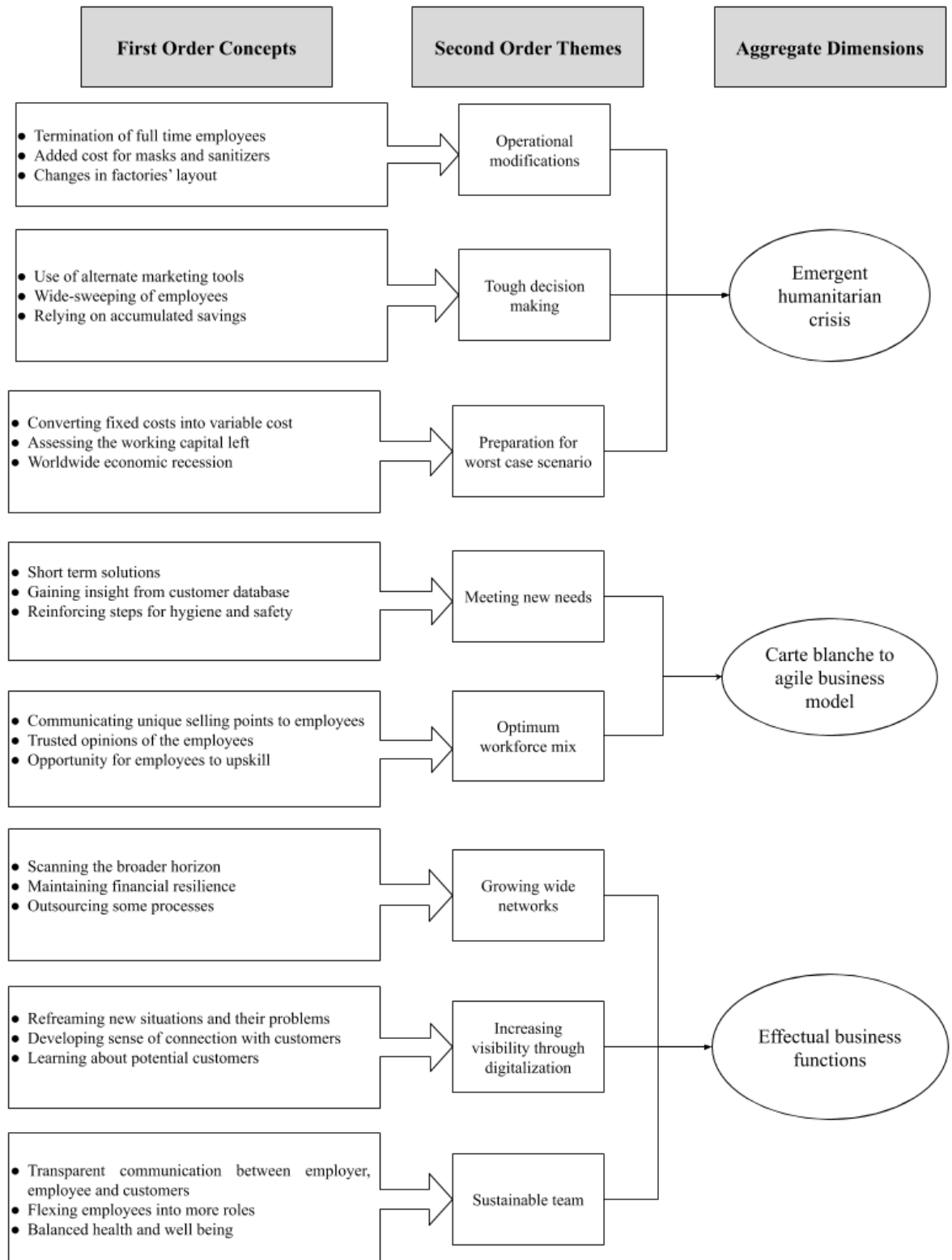
The SOPs (Standard Operating Procedure) given by the government of Pakistan must be followed to run the business. Many small businesses who have less than 10 employees shared how hard it is for them to just provide the essential kits to their employees and workers. The operating hours have been changed for all businesses in Pakistan from the government. This has made it difficult for some food chains to cope. The founder of WE8 expressed in her interview that the change in operational hours have left her working longer shifts. Being a small business owner, she was working double shifts to finish up her order demands. Longer working hours have

put additional physical and mental burden on the entrepreneurs. As a result, the health and wellbeing of individuals working from home has put many people at risk. The current environment of coronavirus is uncertain and has resulted in incomplete information for entrepreneurs to make decisions. Urgency in making decision within uncertain circumstances is not ideal. Many entrepreneurs talked about their change in marketing techniques. The usual marketing techniques are no longer needed in this time. Businesses have switched to digital technologies to market their products. The entrepreneurs also talked about how they have laid off many jobs due to insufficient funds. Businesses are not generating enough revenue in order to pay their employees. Small businesses have less employees and the scale of the business does not allow them to hire multiple people for the same job role.

Hence, with the business going to complete lock down, it was difficult for them to retain their employees. Businesses invest their savings in future products in order to grow their brand. In this pandemic, businesses have used their accumulate savings to survive in the market and pay their bills. WE5 expressed the same experience in their interview:

I have used my savings to cope up in last few months. My usual vendors are very helpful. I understand that they are not getting their supplies. They are trying to help me out of the way. But then my cost benefit ratio got disturbed. I am not having any profit in lock down. Profit ratio has just gone down. Last week, I finished an order but due to high prices of all materials, I was not able to break even my cost with the price I got. I arranged things out of the way. Still the product was not like what customer demanded. I cannot store things for unlimited times. Things are not getting improved. I am going to different vendors and still not getting things. I have been using my savings entirely in these last months.

Figure 8.1: Data structure



The situation is uncertain, and no one can predict when life will get back to normal. Under such circumstance, businesses have started preparing their survival plan as well. In the initial days of the outbreak, no one had any idea about the full impact of the virus. Later the seriousness of the virus has brought a layer of fear for everyone. Entrepreneurs in their interviews have also mentioned that they are preparing for the worst times. The costs which were considered essential to the business once, are no longer needed and cannot be fulfilled. The costs in the balance sheet of the businesses have been re-prioritized. Many assets have been dissolved to pay the running expenses of the business. Businesses are unable to pay their bills and instalments. As a result the government of Pakistan initiated a relief plan for small businesses in which they have flexibility to pay for their bills. Yet this cannot be continued for an indefinite period. In order to cope with this change, WE15 discussed how their team has come up with a survival plan. She added:

Due to the lock down there is no import and export going on in Pakistan currently.

Materials that we usually import are not coming into Pakistan. It is getting very difficult for me to get the raw material. I usually get my raw material from UK.

There is a delay in cargo services. Clients do not understand that. If I find them somehow, they are at higher prices. Due to which the budget went off the radar. I

have decided to take my own raw material here or contacting the local vendors.

Businesses have less working capital left to manage the businesses. With the visionary team, WE15 decided to switch from imported raw material to local raw material. The shutdown measures to contain the virus have pushed the global economy to contract. Pakistan with already high debt levels have hit by this virus badly. There is no surety and forecast about when the vaccine will become available. Hence, the uncertainty has brought high currency level exchanges with inflation affecting every industry. Entrepreneurs have talked about the high prices of their raw

materials and the service resources becoming too expensive. Small businesses do not have the financial ability to sustain such pandemics. It is essential for them to keep going by modifying the business functions and sense the trend in the market for future positive outcomes. Table 8.2 provides a brief overview of illustrative quotes for the emergent humanitarian crisis.

Table 8.3: *Illustrative quotes for the emergent humanitarian crisis*

Example quotes
<p>Operational modification</p> <p>“For my employee’s safety, I have provided my all riders full safety kit which they use. Face mask, safety kit which they wear before starting their shift, hand sanitizers have been sprayed on delivery boxes before and after the order has been delivered. All the SOPS (Standard Operating Procedures) provided by Pakistani government have been kept in place to run the business. The package itself is sanitized inside and outside. So, the customers can see which level of service they are getting. There is a whole lot of cost added to our budget adapting to these measures.” (WE17)</p> <p>“Decline demand means squeezed profits. Demand has been declined majorly in last few months. We have increased our working hours now. We are more flexible in taking orders. If my baking station is open for 8 hours before this pandemic, now it has stretched to more hours and flexible timings. There is no profits and no face to face dealing with customer now.” (WE8)</p>
<p>Tough decision making</p> <p>“Due to lock down, operating hours have changed for all businesses. It is getting difficult to get hold of these things. People are staying at home so what is the point of spending marketing budget on posters and billboards now. Everything has gone digital. We have also restructured our whole marketing department in this crisis.” (WE12)</p> <p>“In early days of lockdown, I was low on my stock. It was a huge difficulty to get the raw material. Eid (Festive occasion) was also in times of lock down. There were huge customers’ orders that I was not able to fulfil. Parcels were not delivered at time. Postal services were badly compromised. I did not want to lose my employees. But then I did not have any option. Business is not making any profits.” (WE10)</p>
<p>Preparation for worst case scenario</p> <p>“Indeed, small businesses are more vulnerable now. They have less cash and asset reserves. This wide spread of covid 19 has left an impact on the economy of Pakistan as well. Demand for my products have also been affected. Our team has come up with a survival plan analysing our assets. We still believe that there is a long time for us to survive on our assets now. It is very important to make smart choice now.” (WE13)</p> <p>“Customers are also reluctant at paying the same price. People always ask for lower prices. They are not willing to pay more price for same thing. Three days back, I delivered an order, the material which they demanded, I could not get it. They gave a bad review to my business. The overall economy has been hit so hard. Everyone is facing the effects of this transition.” (WE9)</p>

Carte blanche to agile business models

Although all businesses have different ways to react to the situation, the findings suggest that based on the information currently available on coronavirus, businesses have started moving to a more agile business model. Agility helps in developing the capability to react quickly in uncertainties. The needs and wants of the consumer have been changed under the new lock down measures all over the world. Most small businesses have moved to online buying and selling with convenience stores in the residential areas also providing online buying and home delivery. The power of technology and online business have increased at a greater level in this pandemic with many entrepreneurs talking about how they have added a few more dishes to their menus, more services offered and more deals to give to the customers. These are some solutions that businesses have come up with to deal with the short-term side effects. Businesses have also learnt the importance of returning customers. Returning customers are loyal to the brand and they are the best people to gain insights from. WE16 mentioned the importance of customers for their business:

There are some measures that we have taken to overcome this current pandemic situation. It is to communicate more and more with customers and providing them complete information how their product has been prepared and how it will be delivered. So, they are fully aware about everything. I try my best to give them all the information about each process. There are many return customers. We try our best to establish a connection with them so we can help our business.

The government have imposed restrictions to follow the essential guidelines for businesses. These SOPs (standard operating procedures) have put a cost burden on small businesses. Entrepreneurs belonging to the food industry have talked a lot about the difficulty to maintain the SOPs. The cost of sanitizing and ensuring the safety of all employees available has put an additional pressure on the businesses.

After laying off so many jobs, they work force planning has also been re-prioritized in all industries. Entrepreneurs have talked about their strategic plans for a minimal yet effective workforce. Employees are the asset of any business and a good team can take any business through such tough times. Table 8.3 provides examples of illustrative quotes for carte blanche for agile business model. These quotes show how agility is an important trait to be present amongst all businesses to survive through this pandemic.

Table 8.4: *Illustrative quotes for carte blanche for agile business model*

Example quotes
<p>Meeting new needs</p> <p>“I think my business plan and idea was strong enough and based on healthy food and healthy mind. I just needed to reconceptualize the business functioning. Demand was there. I am very glad that my clientele did not fell off during coronavirus. I just made sure that the level of precautionary measures taken in running my business should be out class.” (WE1)</p> <p>“The declined demand has obviously hit my business very hard. All the ingredients, I was previously using got expensive. In an economy, the effect of inflation is always interlinked. Everyone is suffering in some way. For tackling all the high prices, I have also increased my food prices a bit. I am including more and more items to menu which may give a good profit with least investment. These are some steps that were taken just out of need and they are for temporal time being.” (WE19)</p>
<p>Optimum work force mix</p> <p>“Genuinely I like to update my social media posts and all the measures I have taken for the safety, quality, and taste of my product. I do not feel shy in sharing that with my customers on social media now. Social media has earned us trust of customers and reliable business in this critical time. We as a team try our best to post each activity happening to our daily business on social media.” (WE6)</p> <p>“Demand for my products in last 5 months were same. It did not go down. Then my team suggested to start dealing with whole sales and resellers. It has given more boom to my business. I am glad that some new steps we took during this crisis worked for our business. It is a team effort. I could not have achieved this without my employees.” (WE14)</p>

During the interviews, another element that kept coming from all entrepreneurs was their trust and strong belief in one or two employees throughout the lock down journey. There was always a special and prominent presence of a few individuals amongst the team who have helped the business to grow in lockdown. Another

entrepreneur added to that by expressing deep gratitude to her team members as her business was B2C initially. During lock down, they started targeting the wholesaler retailers and resellers. It gives a new opportunity to cater for more markets. It turned out to be a profitable move for their business. Some entrepreneurs talked about enhancing their skills and expertise during this time. By staying at home, everyone had a lot of time to think and work. Some entrepreneurs used this time to upgrade their diplomas and helped their employees to do the same. WE18 said in her interview:

I am working with my passion. It does not matter to me that my business will survive or not. I will continue to do my business if my profit gives way down. It is difficult time for everyone. I keep myself in customer's and employees' shoes as well. It is the same pandemic for everyone. No one is safe from it. If God has given me resources, it is my duty to help more people in need. I also believe that people with small businesses are more socially responsible than big brands. That is why big brands are getting more bankrupt in this pandemic. All they care about is profit. There is a whole lot life more than profit. All the universities are going online. This is a good time to upgrade the skills and qualifications. My team members have used this time to upgrade their diplomas and short courses.

Retaining customers is also an important task for small businesses in the digital world. With the current situation when customers have more time in hand to spend online and browse it becomes harder for small businesses to compete. Vigilance is highly needed. Entrepreneurs have talked about connecting and empowering with customers. Initiatives like arranging giveaways for customers helped them to increase the business in lock down. Moreover, addressing the market need and delivering the promised value of a product are the characteristics that many entrepreneurs have used to gain more customers. Social media has helped them to convey their message to a maximum audience.

Effectual business functions

All entrepreneurs expressed the thought that business management and networks are inseparable from the survivability and growth of the business in these days. When asked about the important transforming capability from them, most of the entrepreneurs emphasized the need to maintain a wide network for growth in pandemic. Customers go after brands which they care, and they have some kind of association with them. Small businesses have the advantage of merging with other businesses to offer something new. Entrepreneurs mentioned that they have hired some employees in contracts to deal with these uncertain times. It is crucial for small businesses to be financial resilient. They do not have much finance flexibility at the current time due to cash flow problems. All entrepreneurs were aware of these harsh realities. The entrepreneurs included in the study were already present in the market before coronavirus and they knew about their customers. This lock down and different social and cultural standing gives them new perspectives to connect with their employees and the customers. WE5 mentioned about a new joint venture:

I have thought to help start-ups earn more by giving them a photography solution. So, during the pandemic, many women have started their online food businesses. I am offering sample reviews regarding photography for them so they can generate leads. The offer for them is to send in their best item for sampling review and in return I will do photography of their product free of cost. If the pictures increase their sales and they decide to invest in photography they will be offered reasonable rates. I have made so many new customers like this. There are many women for whom I am doing advertising now.

Collaborating with other entrepreneurs is a unique idea but businesses can have different objectives. The idea of such collaboration and its acceptance is a good sign for entrepreneurship in Pakistan. Table 8.4 presents the illustrative quotes addressing the third aggregate dimension, which is effectual business function.

Table 8.5: Illustrative quotes for Effectual Business functions

Example quotes
<p>Growing wide networks</p> <p>“Technology has made it easy for people to connect with the businesses now. Closure of big brands has compelled customers to connect with small producers. My revenue has been increased in these months. My business does not involve much physical interaction so I cannot say that my demand has been declined.” (WE2)</p> <p>“Instead of an advertisement on YouTube or television, we now post them on our social media page. It saves a major amount of our marketing cost. During the process of cooking meals and order, we live stream the videos to the customers. Satisfying customers were our best approach. We never lied to our customers. It has helped us a lot in these days. I pray my business can survive for this time. Customers are trying to adjust in this situation. They are compromising on different situations. People know that corona is uncertain. We do not know. Whatever we have we should take benefit out of it.” (WE7)</p>
<p>Increasing visibility through digitalization</p> <p>“Clients ask hundreds of questions before placing order. They want pictures of the workplace environment. We post live videos of their food cooking in our kitchen. We are trying our best to increase their satisfaction. Due to covid 19, online business operation has become very efficient. People do not have opportunity to go and buy from big brands. Every malls and shops are closed. My sale and revenue have just got better since March 2020. I have got new customers. People are encouraging small businesses as well.” (WE3)</p> <p>“My businesses have coped very well in this pandemic because I have direct connection with the customer. People are now hesitant to go after big brand names since they do not have any transparency of any process there. While in my business, I can talk to them directly, which is huge satisfaction or them.” (WE7)</p>
<p>Sustainable team</p> <p>“There is a proper check list to follow before the order is delivered. Everything is transparent. So, customers can see the protocols being followed. People at baking station are also following all the rules.” (WE11)</p> <p>“Employees working for me were also demanding raises in their salaries. Those prices are not affordable to me due to high cost of materials. I did not want my business to go down the road. I am concerned for their hardships as well. We came up with a solution to merge few business roles. In this way they are working on two or three different roles. It reduces the cost for me, and their job was secured too.” (WE14)</p> <p>“When pandemic hit in March in Pakistan, all communication and transportation system was collapsed completely for small businesses. At that time, I kept myself strong. I always keep on looking for the light at the end of dark tunnel. Slowly the cargo services were resumed. I kept my clients informed of each step. I told my clients that delivery system will get affected. It will not be that quick enough for the business to operate. I believe in two-way communication and transparent communications. My clients were sensible enough to understand that. My business survives due to two-way collaboration. Me and my clients both were onboard in this time.” (WE3)</p>

Throughout many interviews, it crystallized that entrepreneurs desperately want to reach out to a maximum number of customers. Businesses who were operating in a

few cities earlier, are aiming to reach out to people all over the country. All the businesses are done online with the orders being delivered through the postal service. This is the new normal and customers do not have the option because it is the only way to purchase. Hence increasing visibility to more people is the goal for all entrepreneurs. Small business entrepreneurs are practising new measures to reach out to a wider customer base and they aim to continue that in future as well. Reframing business in the new normal as an opportunity is the mind set needed to encourage entrepreneurship. WE10 stated in her interview that customers are inclined to purchase more from the brands where they can communicate with the business owner. It gives them more satisfaction and it increases their trust. She said:

I try to send customized messages to my clients so they feel welcomed. They feel the emotional attachment and association with my brand in these difficult times. I arrange the giveaways to keep my clients happy. I have started a contest on my Facebook page so that my clients can win the products, just as a reminder that my business cares for them. To acknowledge and appreciate the customers who are ordering in these times, I take time personally to connect with them. Because they are the ones due to which my business is surviving these days. They have bear with me in these tough times.

Getting hold of efficient and innovative employees is also one of the transforming capabilities that many entrepreneurs mentioned. Managing a sustainable team where every member feels for the brand and encourages the growth and survival of the business is important. WE3 said in their interview that they have taken steps to take out time and connect with the employees. Everyone is in the same problem. It is better to go through these times together. Allowing employees to work at home and helping each other if someone contracted the virus was mentioned by many entrepreneurs in their interview. WE3 stated:

I have made groups on Facebook and WhatsApp so my employees can get connected to each other and they have the sense of connection with each other. We try to share the daily lives with each other so we can get motivated to continue our jobs. It is very important to stay motivated in these times. Creativity cannot prosper in a depressed environment. I try my best to be active at all platforms. My employees drive their energies from my positive outlook to the problems.

Maintaining a sense of association with employees rewards the business in multiple ways. The good employer always considers their employees as a competitive advantage and differentiates one business from the other. Many entrepreneurs in our study mentioned in their interview that there came a point in their business during lock down when it was impossible to maintain the workforce. After paying bills and other expenses, they were at the verge of closing the business. The strategy that took them out of these situations was delegating multiple roles to the employees. This helped in reducing the cost for the business.

8.6 Discussion

This research set out to examine how small business entrepreneurs are using dynamic capabilities to survive and grow in an entrepreneurial ecosystem affected by coronavirus. This article has studied the hitherto dynamic capabilities required of small business entrepreneurs to fight in times of the health pandemic coronavirus. In doing so, this research has identified the different nature of dynamic capabilities to cope in an affected entrepreneurial ecosystem. The results have revealed three different drivers. Small business entrepreneurs are using these capabilities to survive. Each aggregate dimension set out to address three sub research questions. The three aggregate dimensions emerged from the study are: emergent humanitarian crisis, carte blanche for agile business model and effectual business functions. The following

section will set out to examine these findings in light of dynamic capability framework proposed by (Teece 2012).

Sensing capabilities by understanding the emergent crisis

In line with the previous research, this study shows that small business's ability to respond in new situations is a function of the entrepreneurial resources available, the entrepreneur's strategic capabilities to identify the upcoming change and respond to it quickly (Eikelenboom & de Jong 2019). Sensing capabilities of an entrepreneur are referred to the individual's analytical capacity to sense and filter the future opportunities. As described by (Teece 2007), two sources for achieving dynamic capabilities are the analytical system of the organization and the individual capacities. With the complex environment in place due to coronavirus, organizations have provided subtle ways to make their capabilities dynamic. It is one of the characteristics of an entrepreneurial firm to be proactive, innovative and risk taking. Proactiveness refers to anticipating and acting on future needs and wants in complex and uncertain entrepreneurial ecosystem environments (Fernandes et al. 2017). Covid 19 has forced many leaders to take risky decisions but there is no clear precedent available to drive their decisions. There is a lack of information, which means that the decisions are bound to be risky. During the crisis and disruption, traditional business values are not able to be catered. The shift in the priorities to ensure health, safety and wellbeing takes the focus on profit away. Here the concept of emergent strategy has been derived whilst analysing the interview data. Emergent strategy comes into action when there is no original plan to deal with the kind of situation (Mirabeau & Maguire 2014). The findings support the notion that entrepreneurs have taken steps to respond to the external environment. Since no one saw it coming and no one predicted the

impact of coronavirus at this vast level. Hence the capabilities they use to survive the entrepreneurial ecosystem, which is not supportive for the business, are based on their logical rationales. Although certainly all businesses included in the study recognized the importance of the decisions, they exercised in the early days of lock down. However, learning from the external situation helped them to deploy their resources to meet the needs of the market (Park & Kim 2013).

This health pandemic has resulted in a turbulent environment. A strong peripheral vision is required at an entrepreneurial level to deal with turbulence. An organization classified as a learning organization will show a rapid dissemination of knowledge in a lateral and vertical manner (Rindova, Barry & Ketchen 2009). Entrepreneurs in this study can utilise their capabilities in terms of how they scan the current business environment and make their decisions accordingly. Technological boom, economic downfall and socio-political changes across the world are additional factors to deal with apart from the new normal created by the coronavirus. The findings have suggested that small business entrepreneurs were able to detect the weak signals in their entrepreneurial ecosystem (Galindo & Méndez 2014). The measures that have been taken to harness the tensions coming from customers and the external environment were addresses dynamically. They have considered this time to be an emergent humanitarian crisis and there is a whole lot of baggage that comes along with it. These sensing capabilities will help them in managing the turbulent environment in an efficient manner.

Seizing capabilities through agile business modelling

Sensing capabilities are not enough to address the threats in the business environment. Furthermore, the need to seize opportunities in a timely manner will make a business

successful and innovative. Seizing capabilities are the second building block of dynamic capabilities (Schoemaker, Heaton & Teece 2018). Identifying the value and capturing it is a set goal for any successful business. Throughout the interviews, it became apparent that entrepreneurs want to adopt flexible approaches to be able to react to the unpredictable changes of covid 19 and its affected market environment. Business agility will help the entrepreneurs to respond to internal and external changes in an efficient manner (Ghezzi & Cavallo 2020b). The demands of the customers have been changed and to adapt to these changed customer demands, seizing capabilities that can lead a change without affecting the quality of the products is required. As many scholars have pointed out many established businesses and industries have been commoditized through the digitalization (Loss & Crave 2011). During the time of coronavirus, technology has also emerged as an important source to survive and grow. Reasons include that this pandemic seems uncertain and will be extended for a longer time. This is not a short-term crisis. Up till now this health pandemic has proved to be uncertain and will bring a long economic recession for all economies.

The increased volume of information generated during this pandemic with people spending more time connecting via technology has accelerated the digitization. The findings suggest that the current environment is a perfect place for businesses to become more agile. A different strategic decision brings higher level of challenges within the business (Baumol & Strom 2007). We have found that small business entrepreneurs in Pakistan have developed a sense of kinship with the consumers, employees and vendors. The idea that everyone is in this pandemic together, gives a different perspective to new problems. Small businesses have the ability to connect with the customers. Customers feel more association with the businesses when they

can communicate with the owner (Wierenga et al. 2018). This association can help as a successful ingredient to handle turbulence in a social and cultural environment. It gives a business a degree of competitive advantage where customers have some association with the brand, and they feel they are connected to the product in some way. The findings have revealed that entrepreneurs are allocating their resources in flexible manner. The constantly changing environment has compelled them to use resources in alternative ways. Due to lock down and closure of all businesses, alternate technological resources have been used to run the business.

Transforming capabilities by effectual business functions

All businesses have had to change their business operations because of the lockdown. Due to the recent nature of the pandemic there is still some way to go before fully understanding its impact on business. When dealing with such an uncertain environment, entrepreneurs have decided to reconfigure their business models. This is due to the need to change in order to survive in the new market environment. As a result there has been a shift to the use of entrepreneurial ecosystems in order to encourage collaboration amongst entities in a market environment (Ratten 2020b). To gain full advantage of their business models whilst functioning in the same ecosystem, businesses must re-invent themselves. The theory of effectuation helps explain how an organization can make use of their available resources in the best manner whilst maintaining a balance between the desired goals and availability of resources (Nielsen & Lassen 2012). The findings have revealed that due to the health pandemic, many business functions have been unable to continue. The marketing techniques considered favourable and successful before 2020 are not going to flourish now. This is due to small businesses working with less resources and being under

financial strain. To gain the maximum result from lesser resources, it is their key goal for the future to adapt to more digital-based functions. With no clarity about when things will get back to normal, this is considered essential to implement.

Small businesses are interpreting the current environment in order to make new goals for future. Entrepreneurs interviewed in this study mentioned that the alignment of interests with other businesses and working together was one thing that has enabled them to survive in these times. Bridging differences amongst competitors and engaging in dialogue with them has started resulted in new ventures. The complimentary services provided by entrepreneurs to each other in an entrepreneurial community is also observed in the findings. This means that dynamic capabilities help businesses to constantly innovate their services and adapt to new market conditions (Barney 1991). The situation emerging from the health pandemic has made the presence of dynamic capabilities an essential capability for small businesses .

8.7 Managerial and policy relevance

The findings of this study will help other small businesses to survive in the time of the coronavirus pandemic. The practical implications of this study are significant because of the introduction of many concepts which can therefore be used by small business entrepreneurs in the health pandemic. In this section, we will reflect on the insights from the discussion to draw implications for the small business entrepreneurs in an emerging economy. The context of an emerging economy is inseparable from this study as emerging economies are posing several threats to their economic situation in this pandemic. Efforts to establish sensing, seizing, and transforming capabilities for small businesses run by entrepreneurs have given insights for better understanding about the current impact of physical lock downs and social distancing in business

functions (Macher & Mowery 2009). Small businesses should develop their survival plan addressing existing resources in order to maximize the life of the business and its growth. As a result, it has become clear that dynamic capabilities are evident for the success of any business in COVID 19. There are also implications for managers and policy makers in this study. Governments are providing relief to small businesses in this time of crisis and this study has discussed the challenges faced by small business entrepreneurs. For policy makers, there are some directions for those who are interested in keeping an entrepreneurial climate alive in their countries. This means emphasising incentives that encourage small businesses to continue to operate in times of hardship. This can include rent subsidies, tax relief and digital support packages. The results identify the need to support local businesses in order to help the economy and move through this crisis based on geographic location.

8.8 Limitations and future research

This chapter has several limitations that can be addressed in future research. This study is based on qualitative data, which helps in gaining deep insights into the phenomena. However, it does not provide robust answers that can quantify the responses. Thus, the question about whether small business entrepreneurs have successfully implemented dynamic capabilities to grow or not still exists. Future research should replicate this study in other country contexts to see if small businesses are responding in the same way. To do this quantitative data in the form of panel studies or surveys could be utilised in conjunction with in-depth interviews and case studies. Secondly, this study focuses on one geographic region being the emerging economy context of Pakistan. The results of the study will limit the generalizability of the study. It may address the perspective of emerging economies, but it certainly does

not address the current challenges faced by entrepreneurs in other regions. The whole crisis of COVID has started in 2020 but it is still in its early phase. No one knows the impact it will bring to all the economies in the world. Therefore, future research should delve deeper into explaining the differences between emerging and developed countries in order to understand the difference in small business entrepreneurship. This would provide more information about the way government policy, culture and business environment influence the capability of small businesses to survive in times of crisis.

8.9 Theoretical implications

This study discussed the role of Covid 19 in changing the entrepreneurial ecosystem for small business entrepreneurs. This study has contributed to an improved understanding of underlying challenges faced by small business in the COVID 19 health pandemic. The findings of this study substantially add to the challenges for businesses adapting dynamic capabilities in a turbulent environment. The dynamic capabilities framework of (Teece 2007) has allowed small businesses to address the current problems in the market. This allowed small businesses to reshape their business models according to the changing environment (Spigel 2017). One conclusion that can be drawn from this study is that, although dynamic capabilities are required and support's business's ability to respond in uncertain circumstances, external entrepreneurial ecosystems and its dynamics should not be kept separate (Harreld, O'Reilly & Tushman 2007). This is due to the strong inter-connected relationship amongst them.

The realization of adding agility to business models have helped small business to seize their capabilities for future challenges. The market environment has been

changed due to physical lockdowns and social distancing. The role of technology to transform the capabilities for greater exposure and growth has been emphasized in this study. This paper has argued that small businesses possess dynamic capabilities (sensing, seizing and transforming) that are helping them to survive in covid 19. The dynamics of an entrepreneurial ecosystem is not supportive for entrepreneurs. To answer the questions of how small businesses are using their dynamic capabilities to survive in entrepreneurial ecosystem affected by Covid 19, we have interviewed 20 small business entrepreneurs in different industries.

This analysis will contribute to various literatures. It has discussed primarily the role of dynamic capabilities, but the findings add the presence of agile business models, emergent and effectuation theory as well. The knowledge spillover effect of entrepreneurship that highlights the way knowledge spills from one source to another might also be a useful theory to include in future research. This theory could complement the dynamic capabilities theory as both stress the need for knowledge to be transferred amongst a group of entities. This is particularly relevant for the current study that focused on entrepreneurial ecosystems.

We have found evidence that entrepreneurs are utilizing their existing resources to gain the maximum benefit. With the current safety measures to contain the virus, it is impossible to continue many business functions. This means that it is always important to drill down to the theoretical constructs emerging from the data (Drnevic & Kriauciunas 2011). This helps in establishing new perspectives to existing theories and helps in reflecting on understudied sectors. Entrepreneurs are essential for the economic survival of small businesses in the current scenario. With the closure of international borders, the local entrepreneurial talent needs to be encouraged for boosting the economy. Living through the crisis has been the entrepreneur's first

priority in the findings. The measures they took to achieve that has been based on exercising all dynamic capabilities to secure their business' future (Dierickx & Cool 1989).

8.10 Conclusion

COVID 19 has been considered as an unprecedented crisis for all the world as it demands unprecedented decisions. The power of technology and its impact on the world has kept the businesses alive in physical lock downs. We hope that further research of this kind will lead to more analysis on entrepreneurial climate that can exploit synergies amongst business, social and economic goals of countries to live through this pandemic.

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Chapter 9. Contributions and Implications

This thesis has provided insights into the social and cultural constraints and the challenges faced by women entrepreneurs of Pakistan in particular and other emerging economies in general. This chapter presents the discussion on an integrated framework that emerged from the empirical study of the thesis and the contributions made to the women entrepreneurship literature. Furthermore, this chapter also relates back to the current understanding of dynamic capability theory for women entrepreneurship by providing analysis in an emerging economy context. Moreover, implications for theory, for social and policy issues, and ideas for future research are also stated.

9.1 Integrated framework

The building blocks of the integrated framework are developed from the aggregate dimensions emerged from the data analysis addressing each sub research question separately. The framework is presented in figure 9.1. The framework is created by following the process of the Gioia methodology (Gioia, Corley & Hamilton 2013). The framework is designed by combining the findings of each study and it presents a visual representation that synthesizes and integrates all three research questions and the resulting findings. The framework provides a systematic view of all the findings from the study addressing the primary research questions.

The three primary research questions of this study are as follows:

RQ1: How do women entrepreneurs in Pakistan use their business dynamic capabilities to survive and grow in an emerging market?

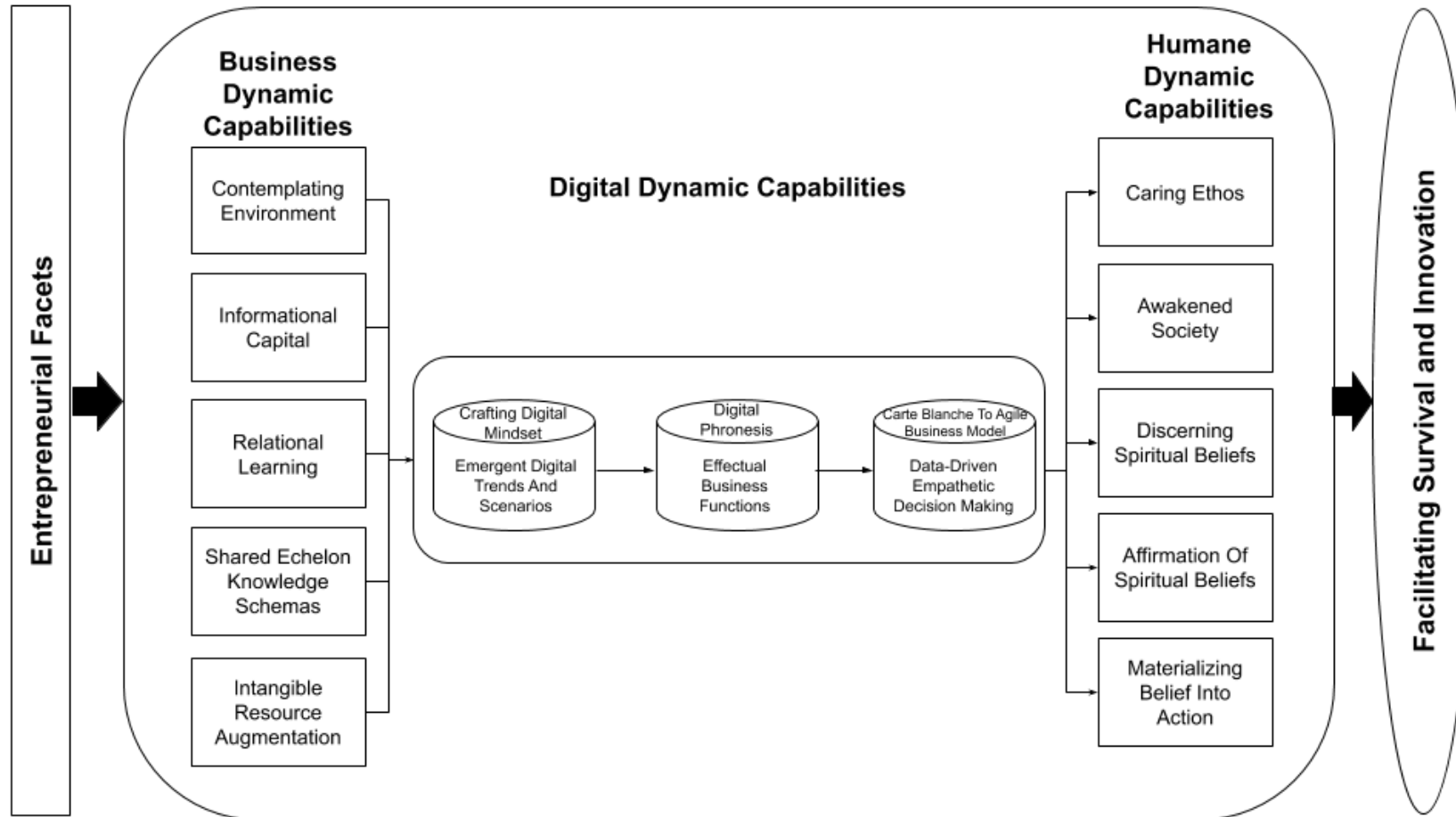
RQ2: How do women entrepreneurs in Pakistan use their digital dynamic capabilities to survive and grow in an emerging market?

RQ3: How do women entrepreneurs use their humane dynamic capabilities to survive and grow in an emerging market?

Each research question was explored through sub research questions and findings are presented in separate chapters of this thesis. More importantly, this study identified the entrepreneurial facets which enable women entrepreneurs in Pakistan to continuously innovate and survive in an emerging economy context. The findings showed that there are multiple capabilities that women entrepreneur's practice to get a competitive advantage in the market.

Women entrepreneurs have contributed to the reduction of unemployment in Pakistan. Entrepreneurial ecosystems around entrepreneurs have brought a positive influence to the learning capability of women entrepreneurs (Jones & Ratten 2020). The findings suggest that women entrepreneurs possess valuable strengths that have helped them to grow despite challenges from the digital world. The wisdom required to overcome the barriers and challenges of the modern-day market with limited resources have provided the basis for each dynamic capability practised and utilized by women entrepreneurs. Entrepreneurs have reshaped their business models according to the new requirements (Dvouletý & Orel 2020). The study also covers the unique situation of the health pandemic COVID-19 that has affected all industries. The findings suggest that with current conditions, many business functions were bound to be discarded or put on hold. Under these circumstances, agile business modelling can maximize the benefits from the existing resources. This means that dynamic capabilities have been used to secure the entrepreneurial businesses future (Ghezzi & Cavallo 2020a).

Figure 9.1: Integrated framework



The findings of this study suggest that the most important aspect of a challenging ecosystem for women entrepreneurs is linked to the increased emphasis on digitization in the global economy. Digitization is the most important aspect of this study. Entrepreneurs and businesses need to develop knowledge-based products and processes to increase their level of smart digitization (Mihardjo et al. 2019). Women entrepreneurs adapt themselves in complex digital technology and turbulent business environment by practising unique dynamic capabilities. The need for digitization refines their vision to step forward and create a sustainable entrepreneurial business. Digitization requires entrepreneurs to develop new capabilities in order to break free from a routine business model (Nambisan, Wright & Feldman 2019). The importance of knowledge and its sharing in the network ecosystem (Roundy 2020) has been evident in the findings of chapter 7 of this thesis. The findings of chapter 7 address digital dynamic capabilities utilized by women entrepreneurs to survive in challenging entrepreneurial ecosystems. Women entrepreneurs manifest their understanding of knowledge management processes to make collective efforts in the community. Digital dynamic capabilities enable women entrepreneurs to collaborate their available resources and skills to compete with the emergent trends. The ability to sense the market changes and trends is critical in adapting a digital dynamic capability. Digital wave requires a behavioral and attitudinal change to align with the digital vision. The wisdom to opt for the correct digital platform leads to a successful entrepreneurial venture for women entrepreneurs.

The integrated framework systematically connects the business dynamic capabilities with digital phronesis and helps in developing humane dynamic capabilities. The digital transformation needed to automate entrepreneurial businesses presents

technical and non-technical challenges. Humane dynamic capabilities help to deal with non-technical challenges that come with digital transformation. Humane dynamic capabilities address all those capabilities that women entrepreneurs use to safeguard their people and society (Parente et al. 2018). It includes their customers, employees, environment, and the community around them. Humane dynamic capabilities address those capabilities that make them distinguished for taking care and contributing towards well-being of society. The framework does not only focus on the digital facilitation for business survival and innovation; it also supports the view to give proper attention towards humanity and the environment. This view and required humane dynamic capabilities are discussed in chapter 5 and 6. Indeed, women entrepreneurs work in environment with added challenges, but still, they are contributing towards the betterment of society and the environment.

In the digital era, the concept of humane dynamic capabilities is equally significant. With digital transformation, the ability to adapt and change quickly is the key to success. At the entrepreneurial level, women entrepreneurs need to maintain a culture that supports new practices and minimize the resistance from the team. This framework suggests the humane dynamic capabilities that address the challenges of digital world. Humane dynamic capabilities of women entrepreneurs help them to develop the mission and vision of their businesses on spiritual grounding that contribute to the wellbeing of society and environment. Combining all three dynamic capabilities will help in business survival on the one hand and on the other hand, shall also facilitate for innovation in the entrepreneurial undertakings and will also provide a new paradigm for women entrepreneurs.

9.2 Theoretical implications

The contribution to knowledge concerning the dynamic capabilities used by women entrepreneurship in Pakistan has been built by extending the existing literature and empirical studies. This thesis aims to contribute to the literature on women entrepreneurship as well as the social dynamics of an emerging economy. The cultural and social demographics of Pakistan presents different challenges and demands new thought processes to deal with them (Zeb & Kakakhel 2018). This thesis empirically illustrates the role of dynamic capabilities that women entrepreneurs have utilized to sense, seize, and transform their businesses to stay relevant in the digital market. The digital world has enabled women entrepreneurs to perform many business functions in a non-traditional manner (Lent et al. 2019). This means that the dynamic capabilities framework has helped women entrepreneurs to position their existing resources and capabilities in a better manner. This means combining these three dynamic capabilities (business, digital, humane) will help the women entrepreneurs in the future as well to overcome the challenges of the digital world (Blair et al. 2013). In an attempt to better cope with the challenges of the entrepreneurial ecosystem, this thesis presents dynamic capability theory as a viable solution to compete with the complex and volatile environment.

Through undertaking this research, it has been found that the digital world has reframed the way entrepreneurs conduct their businesses. The customer outreach has been increased multiple times by using social media channels in a correct manner (Sabai & Ho 2019). The marketing advantage because of use of social media has been more evident and advantageous in family owned businesses run by women entrepreneurs. Collective social and technical support provided by the families could be the reason for this advantage. (Ahmed, Sana & Asif 2018). Dynamic theory

provides a useful framework which can be applied to study the challenges of digital world faced by women entrepreneurs (Teece 2017). Digital world presents unique challenges and the entrepreneurs need to keep up their businesses relevant. “Transforming” concept of dynamic theory asks the entrepreneurs to be relevant, to the needs of the volatile business environment through agile business processes. The presence of cultural, social, and financial constraints for women entrepreneurs in Pakistan cannot be separated from the study. Hence, women entrepreneurs have mentioned their struggles and how they have used their capabilities to overcome these challenges and deal with the competitive world as well.

While presenting the role of dynamic capabilities in the digital world, this thesis also contributes to the entrepreneurial learning of women entrepreneurs. Various forms of entrepreneurial learning take place during their entrepreneurial journey (Markowska & Wiklund 2020b). This thesis suggested different uses of available channels for women entrepreneurs to engage in extending their entrepreneurial knowledge. The findings suggest that the success of an entrepreneur largely depends on how much the entrepreneur is willing to learn. Entrepreneurs highlighted their informal learning methods arising during the different entrepreneurial events. Covid-19 has brought a major disruption in the business landscape. With this unique situation, women entrepreneurs present distinct actions taken to adapt to this environment. Small business does not have the financial capacity to survive this turbulent environment. Hence, many women entrepreneurs opt for merging their business with other supporting businesses. Digitization has also posed a number of challenges for women entrepreneurs in Pakistan. The available resources have been channeled to increase learning opportunities for women entrepreneurs (Brenk et al. 2019b). Human interactions bring several learning events (Zozimo, Jack & Hamilton 2017). The

earlier studies show that if entrepreneurs are willing to learn, they can learn from their social and professional networks as well (Carlos 2011; Thornton, Soriano & Urbano 2011). These networks could play a role in supporting the learning capital for entrepreneurs (Rae 2017). The contribution of this thesis lies in explaining how women entrepreneurs have used their available resources to survive and grow in Pakistan.

The current literature on women entrepreneurship is experiencing new contexts where more empirical studies have been conducted on emerging economies (Elliott & Mavriplis 2020). There already exists a number of studies about women entrepreneurs from the western context (Gbadamosi 2019; Khan 2020; Laudano et al. 2019). By conducting this research in Pakistan where digitization has given a boost to the service industry, many young entrepreneurs are pursuing their passion of running their own business.

9.2.1 Credibility of empirical work

The successful completion and development of the framework from the findings of this study has provided a credible insight that there are a unique set of dynamic capabilities being used and utilized when a different context is in place. The phenomena of women entrepreneurship vary with its contextual nature (Zhu, Kara & Zhu 2019). The theory that addresses that challenges and outlook of women entrepreneurs from the western world cannot be applied on an emerging country as it will never bring the same outcomes. Furthermore, the assumption that theories if applied correctly can bring similar outcomes does not imply here. Women in Pakistan have a totally different life course as compared to women in the West (Roomi, Rehman & Henry 2018). Hence, this context is understudied and not much research has been done that addresses the challenges of the developing nations.

9.2.2 New perspective to women entrepreneurship

Chapter 2, 3, 4 and 8 are published and available on ResearchGate. These studies have been published in year 2019/2020. The citations for each study represent the significance of the study. It shows that the significance of this context is novel and path-breaking where there is no research done in recent times. Following researchers have made their assumptions explicit about whether the same theoretical approaches of women entrepreneurship can be applied in all parts of the world (Cardella, Sanchez & Garcia 2020; Zhu, Kara & Zhu 2019). This study shows that the phenomena of women entrepreneurship unfold differently based on the contextual nature of entrepreneurial ecosystems that can affect entrepreneurial activity in every country. In emerging economies, subsistence entrepreneurs venture to reduce poverty among the society. Such entrepreneurial ventures have the capacity to improve their life standard and their family's living standard. These businesses do not necessarily experience growth in business life span but it can certainly improve someone's life. Conventional entrepreneurship focused only on wealth creation (Hitt et al. 2011). However, the entrepreneurial process helps in discovering opportunities out of imperfections (Viswanathan, Gajendiran & Venkatesan 2008). Subsistence entrepreneurship helps the economy in informal way and pave ways for people to improve their life and reduce poverty among them.

Researchers also need to unpack how different emerging economies and their cultures can affect the entrepreneurial journeys of women entrepreneurs and their performance. This study identifies various factors specific to the growth and survival of women entrepreneurs. In Pakistan, women entrepreneurs face social-cultural barriers to enter into particular industries. Women entrepreneurs are discouraged from pursuing a business where there is male domination. There are fewer capital financing

options for women entrepreneurs than male entrepreneurs. These factors restrict women's performance and contribution to entrepreneurship. This can lead to indices that analyse how women entrepreneurs in developing countries are surviving and struggling. Scholars have mentioned the need for more inclusive studies that incorporate diverse communities for studying the phenomena of women entrepreneurship (Ratten & Rashid 2020). There is a need for understanding of the women entrepreneurship in emerging economy context. This will help in maturing the growing entrepreneurial research field as well. The rise of newly emerging economic regions and the powerful role of globalization and digitization have provided women entrepreneurs with a new tool to run and market their business (Ahmed, Sana & Asif 2018). Chapter 2 discusses the present status of the literature of women entrepreneurship in South Asia. SAARC (South Asian Association of Regional Cooperation) countries share a South Asian culture where male domination is significant. The cultural barriers for women entrepreneurs in all SAARC countries are similar. Studies addressing individual SAARC countries present the challenges of women being suppressed and not getting equal rights (Khan & Tan 2019; Sridharan et al. 2014). In presence of such social and cultural barriers, women entrepreneurs in Pakistan have to face additional challenges that are part of business landscape. This requires doubling their struggle and efforts. Hence, research addressing this new emerging economy context is highly significant. This research is novel in its nature as it addresses the challenges of the digital world combined with the unfavourable and challenging entrepreneurial ecosystem of an emerging economy.

9.2.3 Theory development for humane entrepreneurship

Humane entrepreneurship is a new theory proposed by Robert Parente in 2018 (Parente et al. 2018). This theory addresses the social and environmental problems of the current world. Thereby offering a theory that presents an entrepreneurial way of contributing towards the wellbeing of the society (Kim, Eltarabishy & Bae 2018). Chapter 5 advocates the theoretical approach of humane entrepreneurship and conducts empirical research in accordance with theory development. This theory is new and there is no empirical research done on this theory in the emerging economy context of Pakistan. This concept moulds three different theoretical framework under one umbrella (Parente et al. 2020b). Humane entrepreneurship is the integration of entrepreneurial orientation, sustainability orientation and human resource orientation. Chapter 5 is an advancement of humane entrepreneurship theory with empirical research. Initially, humane entrepreneurship is associated with social entrepreneurs only but this thesis elaborated the notion that the scope of this concept is beyond social entrepreneurs and includes less studied forms of entrepreneurship including women entrepreneurs. Women entrepreneurs have the capability to implement change in a quick manner but the process starts with making a choice of encouraging a humane culture amongst society (Ulla & Jarna 2013). Its further drills down to implementing the same norms in business and daily life. Entrepreneurs used different concepts to explain their idea of humane entrepreneurship (Ulla & Jarna 2013). However, the underlying assumption of humane entrepreneurship was aligned with our findings. Chapter 5 can become a base in advancing research in this new area of research and marks a theoretical contribution in the development of this theory.

9.2.4 Theory development for Artisan Entrepreneurship

There is a lack of entrepreneurship literature that studies artisan entrepreneurship (Pret & Cogan 2019; Ratten, Costa & Bogers 2019). Pakistan is known for its international level exported products to all over the world (Kazmi 2018). There is mass production of export products that are based on the designs of local artists (Arifeen 2018). The creativeness of each craft has its own competitive advantage. Chapter 4 brings a novel approach to artisan entrepreneurship in an emerging economy context. The struggle of artisans in Pakistan with no formal support from the economic system and government has not affected their creativity. The creative industry of Pakistan has flourished exponentially in the last few years (Sial, Noreen & Awan 2015). However, there have been few studies on artisan entrepreneurship in Pakistan so this thesis adds a new perspective to the existing literature.

Women entrepreneurs who are running a creative brand are absorbing the inner strength from the environment. The environment helped entrepreneurs to engage in learning activities. These activities became a source of creating unique and distinct dynamic capabilities which facilitate them in increasing the amount of innovation in their businesses (Ferreira, Sousa & Goncalves 2019). The studies are very limited that explores the artisan entrepreneurship despite its importance in emerging economies (Ferreira, Sousa & Goncalves 2019). Artisan entrepreneurs have turned their creative skills practised for years into a successful running venture. Based on the theoretical frameworks of artisan entrepreneurship, this thesis has helped in deepening the understanding of the importance of artisan entrepreneurship in Pakistan.

9.3 Policy implications

This thesis has investigated the potential for women entrepreneurs in Pakistan and other emerging economies in uncertain economic and political circumstances. The findings suggested that women entrepreneurs have successfully managed to grow and develop their business regardless of the social, cultural, and financial constraints (Pio 2010). In the absence of any government or any financial institution support, women entrepreneurs have survived in the digital world. Moreover, women entrepreneurs are contributing towards the economic growth of Pakistan. Women comprise 55% of the population in Pakistan and their economic contribution to society is increasing (Kazmi 2018). The current demographics of Pakistan represent the major percentage of the population being the younger population. This is an opportunity for policymakers to develop programmes addressing the issues faced by women entrepreneurs particularly those at a young age.

This thesis has studied women entrepreneurs, who are running their family business, artisan entrepreneurs, entrepreneurs working for the wellbeing of society and environment, spiritual entrepreneurs and subsistence entrepreneurs. The biggest problems for these entrepreneurs were not the lack of entrepreneurial knowledge or passion but the lack of resources or the system that can support them in getting access to those resources.

The government of Pakistan has initiated many customized programmes for women entrepreneurs in every state to encourage and support women entrepreneurs (Chemin 2010). However, none of the entrepreneurs in this study mentioned the significance of these Women Chamber of Commerce institutions in different cities. The access to these resources is so complex and contrived that it is not supporting women entrepreneurs at any level. Entrepreneurs included in this research study had

businesses with different life spans. Some entrepreneurs have businesses that are recent and just 2-5 years old. However, some entrepreneurs were in the market for more than 10-15 years. None of these entrepreneurs mentioned their trust in these existing government institutions where they can go for any kind of support and help. Thus, based on the findings of my study I suggest some macro and micro-level policies that will be strategically significant to encourage women entrepreneurship in Pakistan. These policies are as follows:

9.3.1 Macro-level policies

Entrepreneurship is an indispensable source of job creation and economic diversification (Si et al. 2020). It helps in achieving economic growth and development in the country. From the perspective of macro policies, this thesis presents some macro-level policy implications for policymakers in Pakistan. These policies will be strategically significant in the future as the data comes from the women entrepreneurs currently running their businesses in Pakistan.

Nascent start-up ecosystem

Pakistan is among one of the fastest-growing economies in Asia. Pakistan has the 5th largest youth population in the world (Ali et al. 2020). Currently, half of the population is under the age of 25 (Lent et al. 2019). Digital transformation has enabled every user in the country to utilize their maximum potential. There is a huge trend of young fresh graduates aspiring to be entrepreneurs in Pakistan. The involvement of global incubators and investors have significantly increased in the past couple of years due to the high number of start-up projects in Pakistan. This thesis highlights a vast number of opportunities for local start-ups to enter the market

particularly for women-led projects. For utilizing the maximum potential of these start-ups, the government should provide incentives and play their part in the process. Moreover, universities and higher education authorities have been encouraging students to start their own entrepreneurial ventures (Khatoon 2017). The growth rate and entrepreneurial talent are promising and growing. The government of Pakistan needs to incentivize these start-up companies so a healthy and productive entrepreneurial environment can grow for other aspiring entrepreneurs in the country.

Affordable Information and Communications Technology (ICT) and network access

Information and communications technology have connected all nations in the world. In Pakistan, 65% of the population lives in rural areas (Asif & Ellahi 2016). The digital transformation has increased the connectivity of all parts of Pakistan i.e., rural and urban. Digitization has a catalyst effect on the growth of e-commerce in Pakistan (Khatoon 2017). The government should bring the latest technology to companies and make it affordable for women entrepreneurs to use them. Pakistan has a large and growing middle class (Arifeen 2018). For promoting more entrepreneurs from the middle class, the ICT should be made affordable so the businesses can reach their maximum potential.

Supporting innovative companies

Fresh graduates of universities in Pakistan initiate their entrepreneurial ventures in the last year of their study. However, due to a lack of support, guidance and system, many ventures became redundant in a few years. Pakistan ranks high in the talent competitiveness index in the world (Ahmed, Sana & Asif 2018). At the macro level,

the government of Pakistan needs to support the creativity and problem-solving innovative approach of entrepreneurs. Many good and innovative ideas are not continuous because they do not have any support from the system (Muhammad, McElwee & Dana 2017). Many businesses that have the potential to do so much more are restricted because of a lack of help.

9.3.2 Micro level policies

The potential role of entrepreneurs in economic development is directly related to a supportive and favourable ecosystem. Entrepreneurs do not work in isolation (Korsgaard, Ferguson & Gaddefors 2015). For women entrepreneurs in Pakistan, they need a build a stronger social support system due to unjust social and cultural standards. This thesis has highlighted some micro-level policies, which can potentially support women entrepreneurship in Pakistan.

Encouraging microfinancing

Microfinancing is not a new idea. However, entrepreneurs still feel hesitant and reluctant to use this mode of financing in Pakistan. The reason behind this is the lack of system and transparency in the microfinance sector. Developing countries depend on micro-financing to support an innovative idea for a business at a small level (Sridharan et al. 2014). Many good ideas and businesses go to waste due to a lack of financial resources. Women entrepreneurs showed little trust in the working microfinancing institutions in Pakistan. Either the current system is so complex or not merit-based. It needs to be changed, so every entrepreneur should have access to financial resources.

Reducing transaction costs

The increased wave of digitization has given a huge head start to e-commerce in Pakistan (Khatoon 2017). The attitude of consumers towards e-commerce has changed in the past years in Pakistan. The internet has introduced new ways of marketing and delivery channels for businesses and consumers (Ghezzi & Cavallo 2020a). Digitization has enabled customers to make choices among the products available worldwide. During the COVID-19 health pandemic, all businesses have started online buying and selling (Shankar 2020). Entrepreneurship cannot prosper if there are too many uncertain circumstances in the way. The government should undertake to mitigate adverse costs for entrepreneurs in an online business sale. There are fewer postal services companies that are regulated by the government. The public postal services are not reliable and have old technologies. Women entrepreneurs do not trust Pakistan Postal service to use for their business transactions. Private postal services do not have any checks and balances by the government of Pakistan. Hence, the private postal services kept on fluctuating their costs for businesses. The postal services need to be regulated by the government so women entrepreneurs can maintain sustained growth for their entrepreneurial ventures.

Rewarding competition in entrepreneurship

There are sporadic initiatives by the government of Pakistan to support women entrepreneurship. The formal institution that claims to support women entrepreneurs do not show any productivity and effectiveness in the society. If the ministries carefully examine the system that is present for the support of women entrepreneurs, the overall market scenario would be much better. Acknowledging innovative ideas and small efforts from entrepreneurs across the country will enhance the level of

competition and intake of entrepreneurs in the business market of Pakistan (Wierenga et al. 2018).

9.4 Practical/Social Implications

A practical implication of this thesis relates to the role of entrepreneurial experiences highlighted by women entrepreneurs in Pakistan. One of the findings suggested that most women entrepreneurs have ended up creating their successful brand with the strong help of their family and friends. The importance of a support system is highly present in the journeys of all women entrepreneurs. The attitude of people in the market could be a challenge for women entrepreneurs but they have surplus family support. Women entrepreneurs can have access to financial funds within a family (Kabir & Huo 2011). There are less complexities involved in generating finance within a family. The mutual dependence of families does not only increase the level of responsibilities, but it has provided them an extended support system as well (Elliott & Mavriplis 2020).

Another social implication emerging from the findings of this study represents the amount of respect a women entrepreneur gains in society. The social network which comprises of family and friends of the women entrepreneurs, has treated them with respect and provided opportunities to deal with the business functions based on their convenience and ease (Makhijani et al. 2015). There is an informal and undefined cultural protocol of Pakistan for respecting women. Many women entrepreneurs have highlighted this social aspect that has been a source of benefit for their business. In order to increase the entrepreneurial trend amongst students and people in Pakistan, it is recommended to promote the benefits of entrepreneurship. Promoting your own businesses will create an awareness of new business opportunities for more women

entrepreneurs. Below are a few practical implications that can directly affect and support women entrepreneurs in Pakistan:

Education and Training

The presence of formal training and education platforms can boost entrepreneurial activity in Pakistan. Women entrepreneurs have expressed their concern that they have learnt everything on their own. There are no formal institutions and systems that teach aspiring entrepreneurs about the process of business dealings (Farooq 2019). At this level, universities should play their part. Entrepreneurship is a subject that should be taught not only to business students but to students in all degrees. It will help in developing the risk-taking ability of students who wish to start their own business. Higher education authorities should make government policies more viable and accessible to students (Zhang & Hamilton 2010). Many women entrepreneurs were not aware if there is any government regulatory body working for women entrepreneurs due to its low visibility. The promotion of an entrepreneurial culture will induce sustainable growth in the country (Gray et al. 2014).

Community centres for artisan entrepreneurs

Artisan entrepreneurs are not encouraged or supported in Pakistan. All forms of art and creativity require appreciation and encouragement (Pret & Cogan 2019). Entrepreneurs found it hard to showcase their work in a real lifetime format, although this is the time of the digital world. However, the importance of physically appreciating and acknowledging the creative art forms cannot be replaced with digital communication techniques. Universities should encourage and provide platforms to the students who wish to continue their creative skills in terms of entrepreneurial

ventures. The importance and benefits of entrepreneurship are unquestionable in the case of Pakistan, especially where the unemployment rate is so high. In this situation, creative people need to be encouraged so they can earn their bread and butter by utilizing their creative skill and transforming it into entrepreneurial venture (Marques et al. 2019).

9.5 Future research

The clarity of research objectives and questions have led to the successful completion of this Ph.D. study. However, this journey of knowledge exploration should not end here. In this section, future research ideas will be discussed and aligned with the study. Future research is required to explore the phenomena of women entrepreneurship in other emerging economies. The current study could be extended by exploring the entrepreneurial experiences of women entrepreneurs in other developing countries. The economic growth of developing countries does not allow them many resources to invest in women entrepreneurs (Sridharan et al. 2014). However, the challenges women entrepreneurs face with the presence of strong social and cultural values are worth studying. It will provide a new set of dynamic capabilities that have been used by women entrepreneurs to stay in the market.

Quantitative research could be considered to measure the effectiveness of mediating factors entrepreneurs are using to grow their businesses. The data used in this study is based on working women entrepreneurs in Pakistan. Additional research could be carried out with government officials or financial institution managers to identify the presence of resources available for women entrepreneurs in Pakistan. This will help women entrepreneurs to give a clearer picture of what is available for them to take benefit from.

9.5.1 Further research on artisan entrepreneurship

The findings of this thesis provide insight into the stated primary research questions. However, many areas of research have been explored along the process of this thesis. For artisan entrepreneurship in this study, the accessibility of academic journals to practitioners is not significant. The communication gap between the scholars and the practitioners do not let the ideas and suggestions transcend to real life. The communications need to be encouraged and accessible for both practitioners and scholars. Areas of research like artisan entrepreneurship are already understudied (Ratten, Costa & Bogers 2019). The cost of accessing the online academic publications decreases its readership. The value that can be generated from empirical research published by a scholar could only be comprehended if it has readability to the policymakers. It will open a two-way avenue for a path supporting artisan entrepreneurs (Thomas & Moisey 2006).

Entrepreneurs who can have access to such studies will directly get benefit from the scholarly work published. It will spread an environment of informal learning for women entrepreneurs. Women artisan entrepreneurs shared their preference of informal learning channels that have been helping them throughout their entrepreneurial venture. The readability of academic publications could be presented as a source of informal learning and training materials for artisan entrepreneurs (Hindle, Anderson & Gibson 2004). It will help artisans to explore the experiences of other entrepreneurs outside their creative craft. The know-how of business functions could easily be grasped from such publications if the readability has been increased and made more transparent.

9.5.2 Further research in subsistence entrepreneurship

Chapter 7 contains some useful insights for future research in the area of subsistence entrepreneurship. Subsistence entrepreneurs operate within a limited market and are supported by their social circle and fellow entrepreneurs. The policies made by the government are developed in board rooms where the policymakers do not have any ideas about the realities of subsistence entrepreneur's situations. The planning and allocation of funds could only be significant if subsistence entrepreneurs are involved in the process. Hence, more studies on subsistence entrepreneurship can unveil the realities of highly disadvantage communities.

Chapter 7 discusses the drivers of an ecosystem that are favourable for subsistence entrepreneurs. Ecosystems that are highly non-supportive and have a negative impact on subsistence entrepreneurs should be studied as well. The contingent nature of a relationship between subsistence entrepreneurs and other ecosystem drivers could enable us to examine the prescriptions for public policy (Viswanathan, Gajendiran & Venkatesan 2008). The negative social elements and their potential impact on subsistence entrepreneurs will report a holistic and new subsistence marketplace behaviour.

9.5.3 Further research on humane entrepreneurship

Chapter 5 and chapter 6 emphasize the humane dynamic capabilities by women entrepreneurs. The findings emphasize the role of personal belief and spiritual learnings associated with entrepreneurial business and experience. Indeed, these studies posit that women entrepreneurs as individuals take decisions and continue their practises based on their beliefs and experiences. Based on the core insights of these chapters, educators working in communities could reflect on these humane practices and encourage them. Usually, entrepreneurs practice these beliefs at a

personal level and do not want to portray them at a business level. The belief to exercise one's decision making power to do some good for the community can enhance the acquisition of humane dynamic capabilities. Educators in the community can share examples of such entrepreneurs who intentionally make efforts for the betterment of society. If students are aware of such good deeds by entrepreneurs, it will encourage the idea of humane entrepreneurship.

9.5.4 Further research among emerging economies

In future research, scholars could study other collectivist emerging countries from Asia. This will give a comparison among the two studies. Asian countries share a collectivist national cultural. This makes them highly relevant and worthwhile of comparison. Chapter 2 presents a systematic literature review on SAARC (South Asian Association for Regional Cooperation) countries. These eight countries have a similar socio-economic culture prevailing. More studies focusing on women entrepreneurship in SAARC countries will unveil a more holistic approach to women entrepreneurship in the Asian world.

Table 9.1 summarizes the contributions of the study and relevant future research ideas generated from the contributions. Each chapter in the thesis has highlighted a new entrepreneurial facet. These entrepreneurial facets have helped in analysing and exploring the research questions. This study is the first of its nature. There are no earlier studies on women entrepreneurship, artisan and humane entrepreneurship done in Pakistan. Hence, there is some room for elaborating this research extensively within Pakistan and South Asia. It will thereby provide a new and holistic approach to the phenomena of women entrepreneurship and dynamic capabilities theory to be employed for entrepreneurship research.

9.5.5 Conclusion

This doctoral research contributes new evidence that identifies and describes the utilization of dynamic capabilities by women entrepreneurs in Pakistan. The findings from the study have provided insights into the lived experiences of women entrepreneurs. Women entrepreneurs mentioned that the digital world has played a vital role in transforming their businesses. The data reported in this thesis suggest that digitization have enabled women entrepreneurs to fight the challenges of a non-supportive entrepreneurial ecosystem and situations like COVID-19. Women entrepreneurs perceived that emergent trends and scenarios demand constant identification of opportunities and reflecting upon them.

This research has provided insights into a context of Pakistan where there are currently very few studies on women entrepreneurship. The government of Pakistan is aiming to create policies and procedures to assist women entrepreneurs. The institutions that are functioning do not have transparency. They still have so much to do to make better use of those platforms. The evidence in this research highlighted that women entrepreneurs make better utilization of each resource available to them. Without proper infrastructure, and regulatory authorities, women entrepreneurs are progressing. Thus, while progress seems an upward trend, the journey for women empowerment has just begun.

Table 9.1: *Study contribution and future research ideas*

No.	Entrepreneurial facets	Reference	Contribution from study	Suggested research question and theoretical perspective
1	Women entrepreneurship	Chapter 2	Investigation on women entrepreneurship in Pakistan.	Comparative investigation could be done on women entrepreneurship in other Asian emerging economies.
2	Artisan entrepreneurship	Chapter 4	Artisans with 6 different creative skills were studied.	Artisan with different crafts skills should be studied.
3	Humane entrepreneurship	Chapter 5	Established and successful women entrepreneurs were studied.	Studying entrepreneurs who have just entered the market. Will they have different approaches to humane entrepreneurship?
4	Spiritual entrepreneurs	Chapter 6	Entrepreneurs with sustainable businesses were included in the study.	Do the entrepreneurs in highly commercialized industries have different approaches to spirituality in entrepreneurship?
5	Subsistence entrepreneurs	Chapter 7	Entrepreneurs with strong social support and network system were studied.	How do entrepreneurs with no proper infrastructure and social support function in Pakistan?
6	Disadvantaged entrepreneurs	Chapter 8	Subsistence entrepreneurs were included in the study.	What mechanisms do entrepreneurs who face social, cultural, and economic discrimination use to run their business?

9.6 References

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Appendix A: Participant Information Statement (Urdu language)

<p>پروجیکٹ کے عنوان ابھرتی ہوئی معیشتوں میں خواتین کی تجارتی مہم جوئی: ایک ادارتی & متحرک صلاحیتوں نقطہ نظر (پاکستان سے ثبوت)</p> <p>یہ تحقیق ایسوسی ایٹ پروفیسر وینسیا رائٹان کی زیرنگرانی کیا جا رہا ہے -</p> <p>درج ذیل محققین تحقیق کر رہے ہوں گے</p>		
کردار	نام	ادارہ
چیف تفتیش کار/سپروائزر	وینسیا رائٹان	ایسوسی ایٹ پروفیسر لا ٹراوب یونیورسٹی
محقق	سمیہ رشید	

شریک حضرات کانسنٹ فارم

. تحقیق جس کے بارے میں ہے؟

آپ خواتین کی تجارتی مہم جوئی کی ایک تحقیق میں حصہ لینے کے لئے مدعو کیا جاتا ہے۔ منڈی کی معیشت میں، ایک اہم گاڑی اقتصادی ترقی اور معاشی ترقی کے لئے تجارتی مہم جوئی ہے۔ اکیسویں صدی کی منڈیوں میں مسابقت کی سطح زیادہ سے زیادہ کاروباری سرگرمیوں میں کاروباری زمین کی تزئین کی ضرورت میں اضافہ ہوا ہے۔ تجارتی مہم جوئی میں خواتین کا کردار شروع ہو گئے ہوا کرتا ہے پہچانا جائے۔ خواتین میں ابھرتی ہوئی معیشتوں کے درمیان تجارتی مہم جوئی حال ہی دی گئی ہے کی وجہ سے مراد ہے۔ اس تحقیق میں عمومی طور پر ابھرتی ہوئی معیشتوں پر پاکستان سے مخصوص دلائل کے ساتھ توجہ مرکوز ہے۔ چند تحقیقی مطالعے کا کردار اور ابھرتی ہوئی معیشتوں میں کے طور پر خواتین کی ترقی پر کیا گیا ہے۔ اس تحقیقی منصوبے بنیادی طور پر پاکستان میں خواتین تاجروں پر توجہ دی جائے گی۔ ایک ابھرتی ہوئی معیشت کے انتخاب کے لئے اس کی وجہ یہ تفصیل پڑھنے کے لیے ہے۔ ہم تمام سماجی و ثقافتی پہلوؤں کے ساتھ پاکستان کے معاملہ میں خواتین تاجروں کے تجربے کو دریافت اور سیکھنے کی امید۔ ہم نے بھی انہیں ساختی اور فعال رکاوٹوں کو ذہن میں رکھتے ہوئے میں بڑھنے کے لئے کی اجازت دیتا ہے کہ ترغیب عوامل کو سمجھنے کے لئے امید ہے۔ یہ بھی آئندہ مارکیٹ کے ساتھ مقابلہ کرنے کے لئے حساس/پر غیر اور پر قابض ہونے کی صلاحیت پاکستان میں خواتین تاجروں کی تحقیقات کرنے میں مدد ملے گی۔

کیا مجھے حصہ لینا ہے؟

اس مطالعہ کا حصہ ہونے کی وجہ رضاکارانہ عمل ہے۔ آپ تعلیم کا حصہ بننا چاہتے ہیں تو ہم آپ درج ذیل معلومات بغور پڑھ لیں اور ہمیں کسی بھی سوالات پوچھ پوچھ۔ آپ درج ذیل معلومات کا مطالعہ کر سکتے ہیں اور آپ شرکت کرنا چاہتے ہیں تو آخر یہ فیصلہ کر سکتے ہیں۔ اگر آپ کو حصہ نہ لینے کا فیصلہ یہ لا ٹروبی یونیورسٹی کے ساتھ اپنے تعلقات کو متاثر نہیں کرے گا یا کسی دوسرے کی فہرست تنظیم

کس کو شرکت کرنے کو کہا جا رہا ہے؟

- آپ آپ کے ساتھ ایک زندگی کی مدت 2-20 سال کی پاکستان میں کاروبار کر خواتین کاروباری شخصیت ہیں کیونکہ حصہ لینے کے لئے کہا گیا ہے۔ یہ دو گچھے کے کاروباری افراد شامل ہو سکتے ہیں۔
- ایک نو سکھنے کاروباری شخصیت ہیں اور ان کے کاروبار میں پچھلے 2-دس سال تک اور مارکیٹ میں ایک نشان بنانے کے لئے جدوجہد شروع کر دیا ہے۔
 - دوسرے کاروباری جو کافی طویل عرصے کے لیے مارکیٹ میں ہیں اور ان کا نشان بنایا ہے ہو جائے گا۔ ان اینڈیورنگ مجرب/کاروباری افراد کو ایک بہترین عملی مثال کے طور پر تسلیم کیا جائے۔

مجھے کیا کرنا ہو گا؟

اگر آپ اس تحقیق میں حصہ لینے کے لئے چاہتے ہیں، ہم آپ زوم کے ذریعے ایک انٹرویو کے لئے طلب کریں گے۔ یہ اس مطالعے کا حصہ بننے کے لیے اپنے وقت کے 15 سے 30 منٹ لے جائے گا۔

کیا فوائد ہیں؟

آپ اس تحقیق میں حصہ لینے کی یہ تحقیق بہترین عملی مثالیں آپ کے ساتھ اشتراک کریں گے کہ رکھی جاتی ہے۔ یہ آپ اپنے کاروبار میں ترقی اور مواقع کی نشاندہی میں مدد ملے گی۔ مزید از آن، محقق آپ کے لئے ترقی کے امکانات شریک ہوں گے۔ معاشرے کو متوقع فائدہ عام طور پر مندرجہ ذیل ہیں

علمی نقطہ نظر سے، اس تحقیق کے یونڈرسٹوڈید علاقے معیشتوں کو عام طور پر ابھر رہی ہے اور پاکستان میں خواتین کی تجارتی مہم جوئی کا بہت بڑا کردار ادا فراہم کرے گا۔ یہ تحقیق پالیسی اصلاحات کہ کاروباری سرگرمیوں کی پائیدار ترقی پذیر ممالک میں عورتوں کی مدد کر سکتے ہیں بنانے کے لئے نگران ادارے میں مدد ملے گی۔ تحقیق خواتین تجارتی مہم جوئی کی حمایت اہم عوامل اعلیٰ روشنی کرنے کے قابل ہو جائے گا تو تاجروں کے لیے مواقع کی سطح اور ماحول بہتر بنایا جا سکتا ہے۔

کیا خطرات ہیں؟

کسی بھی تحقیق کے ساتھ (1) خطرات ہم کے بارے میں جانتے ہیں، (2) خطرات ہم کے بارے میں نہیں جانتے، اور (3) خطرات ہم توقع نہیں ہیں۔ آپ ایسی چیز ہے جو آپ کے بارے میں یقین نہیں ہیں تو، ہم آپ کی تشویش کا انتظام کرنے کا بہترین طریقہ پر تبادلہ خیال کر سکتے ہیں تاکہ فوری طور پر رابطہ کریں

نام	کردار	ٹیلی فون	ای میل
سمیہ رشید	محقق		17973008@students.latrobe.edu.au

میری انفارمیشن کا کیا ہو گا؟

ہم جمع کرتے ہیں اور آپ کون ہیں ظاہر نہیں کرے گا اس طریقے میں آپ کے بارے میں معلومات ذخیرہ کرے گا۔ اس کا مطلب ہے میں کسی بھی قسم کی اشاعت اس مطالعے سے صحیح ہو سکتا ہے۔

ہم اس منصوبے (مئی، 2021) کی مدت کے لئے آپ کی معلومات رکھیں گے۔ اس وقت کے بعد، ہم سب آپ کے کوائف کی تباہ کرے گا۔

ہم گا کو جمع، ذخیرہ اور لا ٹروی یونیورسٹیوں تحقیق کوائف جو آن لائن مندرجہ ذیل لنک کا استعمال کرتے ہوئے دیکھے جا سکتے ہیں پالیسی کے مطابق آپ کا ڈیٹا تباہ:

<https://policies.latrobe.edu.au/document/view.php?id=106> - /

آپ کو فراہم معلومات کی ذاتی معلومات کی رازداری اور تاریخ تحفظ ایکٹ 2014 (و) کے مقاصد کے لیے ہے۔ آپ کو آپ کے بارے میں یونیورسٹی، درخواست کی تصحیح اور ترمیم کے لئے حق کی طرف سے منعقد کی ذاتی معلومات تک رسائی حاصل کرنے کا حق ہے، اور ایک کی صلاحیت رکھنے والے کے بارے میں معلومات کے تحفظ کے طور پر موجود معلومات کی رازداری میں اصولوں کی خلاف ورزی کرنے کا حق حاصل ہے ایکٹ

اس تحقیق کے نتائج کے بارے میں پتا چلے گا؟

ہم اس منصوبے کے اختتام تک اس تحقیق کے نتائج کے بارے میں معلوم دیتی ہے۔

اگر میں اپنا ذہن بدل لوں؟

کسی بھی وقت، آپ کو تعلیم کا حصہ نہیں ہو کرنے کا انتخاب کر سکتے ہیں۔ آپ کی طرف سے ہمیں پتہ کر سکتے ہیں

- فارم مکمل کر رہا ہے

ذریعے کال۔

ای میل ذریعے .

کسی بھی موڑ پر واپس لینے کے لئے آپ کا فیصلہ لا ٹروبی یونیورسٹی یا فہرست میں کسی بھی دیگر تنظیم کے ساتھ اپنے تعلقات کو متاثر نہیں کرے گا . جب آپ، ہم آپ سے معلومات کے لیے پوچھ بند ہو جائیں گے . کسی قابل شناخت معلومات آپ کے بارے میں تحقیقی مطالعے سے واپس لے لیا جائے گا . تاہم، کے نتائج کا تجزیہ کیا گیا ہے ایک بار جب ہم کر سکتے ہیں صرف معلومات، جیسے آپ کا نام واپس بلائیں گے اور تفصیلات سے رابطہ کریں . نتائج کا تجزیہ کیا گیا نہیں کیا ہے تو آپ یہ انتخاب کر سکتے ہیں ہم ان کے نتائج یا نہیں اگر کا استعمال .

سوالات کیے لیے کس سے رابطہ کروں؟

اگر آپ ہم سے بات کرنا چاہتے ہیں تو نیچے دیئے گئے رابطہ فرد تفصیل استعمال کریں

نام	کردار	ٹیلی فون	ای میل
وینیسٹا رائٹن	ایسوسی ایٹ پروفیسر لا ٹراوب یونیورسٹی	94793063	v.ratten@latrobe.edu.au
سمیہ رشید	محقق		17973008@studnets.latrobe.edu.au

اگر مجھے کوئی شکایات ہو؟

اگر اس تحقیق کے کسی بھی حصے کے بارے میں کوئی شکایت ہے تو براہ مہربانی رابطہ کریں

حوالہ نمبر ایتھیکس	کردار	ٹیلی فون	ای میل
2000001478	سینئر ریسرچ ایتھیکس افسر	+61 3 9479 1443	humanethics@latrobe.edu.au

Appendix B: Consent form (Urdu language)

فارم – شریک کی رضامندی

میں (شریک) پڑھا ہے (یا جہاں مناسب ہو، تھا مجھے پڑھیں) شریک حضرات معلومات بیان سمجھا اور میرے اطمینان کے لیے کسی بھی سوالات کے جواب دیا گیا ہے۔ تحقیق میں حصہ لینے کے لئے اتفاق کرتا ہوں، میں جانتی ہوں کہ میں کسی بھی وقت انخلا کر سکتے ہیں۔ میں میرے یا منصوبے کے دوران میری اجازت کے ساتھ فراہم کردہ معلومات ہو جائے ایک مقالہ میں پیشکش شامل میں شناخت نہیں کر سکتا کہ جرنل میں شائع متفق ہوں

صرف اس مخصوص تحقیق کے لئے یہ تحقیقی مطالعہ کے لیے جمع کی گئی میری معلومات چاہوں گا استعمال کیا

میں میرا انٹرویو آڈیو یا ویڈیو ریکارڈ ہے کے لئے اتفاق کرتا ہوں –

ای میل کے ذریعے نتائج کی ایک نقل ملے یا پوسٹ کرنے کے لئے چاہتے ہیں۔ میں میری تفصیلات درج ذیل فراہم کی جاتی ہے اور وہ صرف اس مقصد کے لیے استعمال کیا جائے کہ کہیں اور اپنی معلومات کے ساتھ یا آئندہ رابطہ کے لئے ذخیرہ نہیں ہے۔

نام	ای میل	پوسٹ آفس ایڈریس

شریک حضرات دستخط

میں شریک معلومات بیان اور رضامندی فارم رکھنے کے لئے ایک دستخط شدہ نقل موصول ہوئے ہیں

نام	
دستخط	
تاریخ	

محقق کی طرف سے اعلان

میں نے مطالعہ کیا اس میں شامل ہیں، کے ایک زبانی وضاحت دیا ہے اور خطرات میں شریک سمجھا ہے یقین ہے کہ اور

میں ایک شخص تحقیق، خطرات اور جواب کے سوالات کی وضاحت کی اہل ہوں

نام	
دستخط	
تاریخ	

Appendix C: Participant Information statement form

(English)

Women Entrepreneurship in Emerging Economies: An Institutional & Dynamic

Vanessa Ratten v.ratten@latrobe.edu.au
Sumayya Rashid 17973008@students.latrobe.edu.au

Department of Entrepreneurship,
Innovation & Marketing
College of Arts, Social Sciences
& Commerce
La Trobe Business School
La Trobe University

Capabilities Perspective (Evidence from Pakistan)

Dear Madam,

This is an invitation to participate in the research project, “Women Entrepreneurship in Emerging Economies: An Institutional and Dynamic Capabilities Perspective”, conducted by the researchers of La Trobe University. We would like to share with you some background information about this project and why we think that this is an important research, and how your participation will be important to us in advancing the women entrepreneurship scholarship.

1. What is this study about?

In this service market economy, entrepreneurship is an important vehicle for economic development and economic growth. The level of competition in 21st century markets have increased the need of more entrepreneurial activities in the business landscape. The role of women in entrepreneurship have been started to be recognized since nineties. The entrepreneurship among women in emerging economies has been lately given due consideration. The patriarchal societies of developing countries present all but little opportunities to women. The liberal and radical feminist theories postulate that these disadvantages are rooted in the masculine hegemony and male dominated social structure (Calas, Smircich, & Bourne, 2009). This research in general, is focusing on the emerging economies with specific evidence from Pakistan. Few research studies have been done on the role and growth of women as entrepreneurs in emerging economies. This research project will primarily focus on the women entrepreneurs in Pakistan. The reason for selecting one emerging economy is to study it in detail.

The aims of this research project are to; 1. Explore the experience of women entrepreneurs in Pakistan dealing with all socio-cultural aspects; 2. Understand the motivational factors that allows them to grow keeping the structural and functional barriers in mind and 3. Examine the sensing/perceiving and seizing ability of women entrepreneurs in Pakistan to compete with the future market.

2. What does the study involve?

This study will involve a 15-30 minutes of interview session. In this session, the participant will be asked a series of questions. All the questions will be related to their experience of entrepreneurial venture. The interviews will be held through Zoom. They will first be consulted for their consent and time and then the researcher will contact them for interview at the

date/time. Data obtained will be transcribed into a document. Analysis of the data will be carried out through coding and theme development or pattern matching. Information provided by the participants will be kept confidential and anonymous. If participants would like to receive a written summary of the results of the study, they can request this from the researcher. If you wish to have access to your personal results from any of the tasks, you may contact the investigator names given in the beginning.

3. How much of my time will the study take?

After providing the consent, this study will only take 15-30 minutes of your time.

4. Why am I included in this study?

You are being invited to participate in this project if you are a women entrepreneur having a business with a life span of 2-20 years. This may include two clusters of entrepreneurs. One who are novice entrepreneur and have started their business in last 2-10 years and struggling to make a mark in the market. Another would be the entrepreneurs who are in the market for quite long and have made their mark. These enduring/effectual entrepreneurs will be considered as a best practice example.

5. Can I withdraw from the study?

Before you participate in this project, you will be asked to read the Participant Information Statement. After reading this, you will be asked to sign the consent form indicating that you have read about the project and you agree to participate in it. You have a right to withdraw from the project at any time without any penalties. You will also be asked to give your consent if you want your data to be used for future studies. You will be notified of all the results published in publication in future. However, they will be published anonymously.

6. Are there any benefits associated with being in the study?

From the academic point of view, this research will provide a huge contribution to the understudied area of women entrepreneurship in emerging economies in general and Pakistan in particular. This research will help the regulators to make the policy reforms that can support the sustainable entrepreneurial activities for females in developing countries. The environment and level of opportunities for entrepreneurs can be improved if the research will be able to high light the major factors in support of women entrepreneurship.

7. What if I have a complaint or any concerns about the study?

If you have any complaints or concerns about your participation in the study, that the researcher has not been able to answer to your satisfaction, you may contact the Senior Human Ethics Officer, Ethics and Integrity, Research Office, La Trobe University, Victoria, 3086 (P: 03 9479 1443, E: humanethics@latrobe.edu.au).

Thank You

Appendix D: Participant Consent form (English)

Participant Consent form

1. What is the study about?

You are invited to participate in a study of women entrepreneurship. In the market economy, entrepreneurship is an important vehicle for economic development and economic growth. The level of competition in 21st century markets have increased the need of more entrepreneurial activities in the business landscape. The role of women in entrepreneurship have been started to be recognized since nineties. The entrepreneurship among women in emerging economies has been lately given due consideration. This research in general, is focusing on the emerging economies with specific evidence from Pakistan. Few research studies have been done on the role and growth of women as entrepreneurs in emerging economies. This research project will primarily focus on the women entrepreneurs in Pakistan. The reason for selecting one emerging economy is to study it in detail. We hope to learn and explore the experience of women entrepreneurs in Pakistan dealing with all socio-cultural aspects. We also hope to understand the motivational factors that allows them to grow keeping the structural and functional barriers in mind. It will also help to examine the sensing/perceiving and seizing ability of women entrepreneurs in Pakistan to compete with the future market.

2. Do I have to participate?

Being part of this study is voluntary. If you want to be part of the study we ask that you read the information below carefully and ask us any questions.

You can read the information below and decide at the end if you do not want to participate. If you decide not to participate this won't affect your relationship with La Trobe University or any other listed organisation.

3. Who is being asked to participate?

You have been asked to participate because you are a women entrepreneur having a business with a life span of 2-20 years in Pakistan. This may include two clusters of entrepreneurs.

- One who are **novice entrepreneur** and have started their business in last 2-10 years and struggling to make a mark in the market.
- Another would be the entrepreneurs who are in the market for quite long and have made their mark. These **enduring/effectual entrepreneurs** will be considered as a best practice example.

4. What will I be asked to do?

If you want to take part in this study, we will ask you for an interview via Zoom. It will take 15-30 minutes of your time to be part of this study.

5. What are the benefits?

The benefit of you taking part in this study is that this research will share the best practice examples with you. It will help you in your business to grow and identify opportunities. Furthermore, Researcher will share prospects of growth for you. The expected benefits to society in general are as follows:

From the academic point of view, this research will provide a huge contribution to the understudied area of women entrepreneurship in emerging economies in general and Pakistan. This research will help the regulators to make the policy reforms that can support the sustainable entrepreneurial activities for females in developing countries. The environment

and level of opportunities for entrepreneurs can be improved if the research will be able to highlight the major factors in support of women entrepreneurship.

6. What are the risks?

With any study there are (1) risks we know about, (2) risks we don't know about, and (3) risks we don't expect. If you experience something that you aren't sure about, please contact us immediately so we can discuss the best way to manage your concerns.

Name/Organisation	Position	Telephone	Email
Sumayya Rashid	Researcher		17973008@students.latrobe.edu.au

7. What will happen to information about me?

We will collect and store information about you in ways that will not reveal who you are. This means you cannot be identified in any type of publication from this study.

We will keep your information for the duration of this project (May, 2021). After this time, we will destroy all of your data.

We will collect, store and destroy your data in accordance with La Trobe Universities Research Data Management Policy which can be viewed online using the following link: <https://policies.latrobe.edu.au/document/view.php?id=106/>.

The information you provide is personal information for the purposes of the Privacy and Data Protection Act 2014 (Vic). You have the right to access personal information held about you by the University, the right to request correction and amendment of it, and the right to make a complaint about a breach of the Information Protection Principles as contained in the Information Privacy Act.

8. Will I hear about the results of the study?

We will let you know about the results of the study by the end of this project.

9. What if I change my mind?

At any time, you can choose to no longer be part of the study. You can let us know by:

1. Completing the 'Withdrawal of Consent Form' (provided at the end of this document);
2. Calling us;
3. Emailing us

Your decision to withdraw at any point will **not** affect your relationship with La Trobe University or any other organisation listed.

When you withdraw, we will stop asking you for information. Any identifiable information about you will be withdrawn from the research study. However, once the results have been analysed we can only withdraw information, such as your name and contact details. If results haven't been analysed you can choose if we use those results or not.

10. Who can I contact for questions or want more information?

If you would like to speak to us, please use the contact details below:

Name/Organisation	Position	Telephone	Email
Vanessa Ratten	Associate Professor	94793063	v.ratten@latrobe.edu.au
Sumayya Rashid	Research Student		17973008@studnets.latrobe.edu.au

11. What if I have a complaint?

If you have a complaint about any part of this study, please contact:

Ethics Number	Reference	Position	Telephone	Email
2000001478		Senior Research Ethics Officer	+61 3 9479 1443	humanethics@latrobe.edu.au

Consent Form – Declaration by Participant

I (the participant) have read (or, where appropriate, have had read to me) and understood the participant information statement, and any questions have been answered to my satisfaction. I agree to participate in the study, I know I can withdraw at any time. I agree information provided by me or with my permission during the project may be included in a thesis, presentation and published in journals on the condition that I cannot be identified.

I would like my information collected for this research study to be:

- ☐ Only used for this specific study;
- ☐ I agree to have my interview audio and/or video recorded
- ☐ I would like to receive a copy of the results via email or post. I have provided my details below and ask that they only be used for this purpose and not stored with my information or for future contact.

Name	Email (optional)	Postal address (optional)

Participant

Signature

- ☐ I have received a signed copy of the Participant Information Statement and Consent Form to keep

Participant's printed name	
Participant's signature	
Date	

Declaration by Researcher

- ☐ I have given a verbal explanation of the study, what it involves, and the risks and I believe the participant has understood;
- ☐ I am a person qualified to explain the study, the risks and answer questions

Researcher's printed name	
Researcher's signature	
Date	

* All parties must sign and date their own signature

Appendix E: Interview questions

- Were you previously employed? If yes, how long have you worked there?
- What were the problems you faced during your employment? Did these problems force you to quit job and start your own business?
- What was the motivation for you to start your own business?
- Was this type of business your own choice, or someone influenced you?
- How did you invest your knowledge, skills and education towards your business start-up?
- Did you face any challenge to balance work and family?
- Do you have psychological and moral support from your family and friends regarding your business?
- Do you think having a family might affect your work?
- How do you manage with multiple role such like a mother, daughter, wife, sister etc?
- Do you feel that our social and cultural norms encourage/restrain women entrepreneurs? Have you experience any change in these norms?
- How did you finance your business?
- From where did you get the initial investment? Have you ever approached the bank or any financial institution for loan? If yes, how do you perceive the lending practices of the banks or other financial institutions?
- Who are your supplier and customers? What is their attitude?
- Please tell us about your business model.
- How is this profit distributed, and to whom?
- Do you generate value beyond profit? If so, what kind of values?
- Looking beyond the boundaries of your own company, do you have partnerships that influence your business model?
- Does your business model lead to the exploitation of new market or does it provide new kinds of products?
- What are the results of your business model so far? What can you tell us about success and failure?
- What are the main internal and external challenges for you in the future?
- How did entrepreneurship shape women's lived experiences?

- What motivated you as a woman not only to enter business, but also to choose the highly male dominated non-traditional sectors?
- How were you able to overcome the myriad obstacles to become a successful entrepreneur?
- How did you finance your business?
- Do you believe financial institutions are working in the favor of new entrepreneurial activities?
- What are your responsibilities as the business owner?
- Does your company help the community where it is located?
- In one word, characterize your life as an entrepreneur.
- What do you think are the strengths of your company? Compared to other companies, where are the differences?
- How do you identify opportunities? How do you react to changes and challenges?
- How do you translate your ideas and decisions into practice in general?
- What are the resistances in the execution of changes?
- How would you describe your market environment concerning actors (competitors) and dynamicity? How is it different from ordinary companies?
- What do you think regarding government policies for a woman entrepreneur? Does government support the woman entrepreneurs?
- What are the various impacts of female entrepreneurship from social and cultural perspectives and how does it contribute to social change?
- Where do you see yourself and your business in 10 years? 20 years?

Appendix F: Interview questions (Covid 19 data collection)

- How Covid 19 has affected your business?
- How are you managing with your employees and keeping a check on their wellbeing in this time of crisis?
- How are you communicating with your employees to maintain a well-coordinated business?
- How does the declined demands have affected you and how you plan to overcome it?
- Was your business model resilient enough to cope this pandemic?

Appendix G: Ethics approval

Dear Vanessa Ratten,

The following project has been assessed as complying with the National Statement on Ethical Conduct in Human Research. I am pleased to advise that your project has been granted ethics approval and you may commence the study.

Application ID: HEC18295

Application Status/Committee: University Human Ethics Committee

Project Title: Women Entrepreneurship in Emerging Economies: An Institutional & Dynamic Capabilities Perspective (Evidence from Pakistan)

Chief Investigator: Vanessa Ratten

Other Investigators: Sumayya Rashid

Date of Approval: 31/08/2018

Date of Ethics Approval Expiry: 31/08/2023

The following standard conditions apply to your project:

- Limit of Approval. Approval is limited strictly to the research proposal as submitted in your application.
- Variation to Project. Any subsequent variations or modifications you wish to make to your project must be formally notified for approval in advance of these modifications being introduced into the project.
- Adverse Events. If any unforeseen or adverse events occur the Chief Investigator must notify the UHEC immediately. Any complaints about the project received by the researchers must also be referred immediately to the UHEC.
- Withdrawal of Project. If you decide to discontinue your research before its planned completion, you must inform the relevant committee and complete a Final Report form.
- Monitoring. All projects are subject to monitoring at any time by the University Human Ethics Committee.
- Annual Progress Reports. If your project continues for more than 12 months, you are required to submit a Progress Report annually, on or just prior to 12 February. The form is available on the Research Office website. Failure to submit a Progress Report will mean approval for this project will lapse.
- Auditing. An audit of the project may be conducted by members of the UHEC.
- Final Report. A Final Report (see above address) is required within six months of the completion of the project.

You may log in to ResearchMaster (<https://rmenet.latrobe.edu.au>) to view your application.

Should you require any further information, please contact the Human Research Ethics Team on:

T: +61 3 9479 1443 | E: humanethics@latrobe.edu.au.

Warm regards,

Appendix H: Ethics approval (COVID-19 data)

Research Office

To	Vanessa Ratten
From	University Human Research Ethics Committee
HEC Number	HEC18295
Project title	Women Entrepreneurship in Emerging Economies: An Institutional & Dynamic Capabilities Perspective (Evidence from Pakistan)
Subject	Modification request dated 24.06.2020 received from Vanessa Ratten re: 1) Data collection of COVID19 related questions through email correspondence.
Date	2 July 2020

The modification to this project submitted above was **approved** by the **University Human Research Ethics Committee**.

If this project is a multicentre project you must forward a copy of this letter to all Investigators at other sites for their records.

Please note that all requirements and conditions of the original ethical approval for this project still apply.

Should you require any further information, please contact the Human Research Ethics Team on:
T: +61 3 9479 1443 | E: humanethics@latrobe.edu.au.

La Trobe University wishes you every continued success in your research.

Warm regards,

David Finlay
Chair, University Human Research Ethics Committee

**Appendix I: Qualitative Research ACSPRI Course
Completion Certificate**



ACSPRI

Australian Consortium for
Social & Political Research Inc.

CERTIFICATE OF COMPLETION

This certificate is awarded to

Sumayya Rashid

For attendance of the short course on:

**Qualitative Research:
Design Analysis and Representation**

which was run at the

**ACSPRI Spring Program
24th - 28th September, 2018
Macquarie University**

Ann Evans

Signed by Ann Evans, Chair
for the Australian Consortium for Social and Political Research Inc. (ACSPRI)

Appendix J: NVIVO ACSPRI Course completion certificate



ACSPRI

Australian Consortium for
Social & Political Research Inc.

CERTIFICATE OF COMPLETION

This certificate is awarded to

Sumayya Rashid

For attendance of the short course on:

**Applied Computer-assisted Qualitative
Data Analysis using Nvivo**

which was run at the

**ACSPRI Summer Program
3rd - 7th February, 2020
University of Melbourne**

A handwritten signature in black ink, appearing to read 'Dr. Coote', written over a horizontal dashed line.

Signed by Len Coote, Chair
for the Australian Consortium for Social and Political Research Inc. (ACSPRI)

Appendix K: Acceptance letter for Chapter 8, titled, 'Entrepreneurial ecosystems during Covid 19: The survival of small businesses using dynamic capabilities'

From: allam@wasd.org.uk

To: S.Rashid@latrobe.edu.au, v.ratten@latrobe.edu.au

CC:

Subject: World Journal of Entrepreneurship, Management and Sustainable Development - Decision on Manuscript ID WJEMSD-09-2020-0110.R1

Body: 13-Nov-2020

Dear Rashid, Sumayya; Ratten, Vanessa

It is a pleasure to accept your manuscript WJEMSD-09-2020-0110.R1, entitled "Entrepreneurial Ecosystems during Covid 19: The Survival of Small Businesses Using Dynamic Capabilities" in its current form for publication in World Journal of Entrepreneurship, Management and Sustainable Development. Please note, no further changes can be made to your manuscript.

Please go to your Author Centre at <https://mc.manuscriptcentral.com/wjemsd> (Manuscripts with Decisions for the submitting author or Manuscripts I have co-authored for all listed co-authors) to complete the Copyright Transfer Agreement form (CTA). We cannot publish your paper without this.

All authors are requested to complete the form and to input their full contact details. If any of the contact information is incorrect you can update it by clicking on your name at the top right of the screen. Please note that this must be done prior to you submitting your CTA.

If you have an ORCID please check your account details to ensure that your ORCID is validated.

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Thank you for your contribution. On behalf of the Editors of World Journal of Entrepreneurship, Management and Sustainable Development, we look forward to your continued contributions to the Journal.

Sincerely,

Prof. Allam Ahmed

Editor, World Journal of Entrepreneurship, Management and Sustainable Development
allam@wasd.org.uk, allam@wasd.org.uk

Date Sent: 13-Nov-2020