



**DEFINITION OF SUCCESS
ACCORDING TO WOMEN ENTREPRENEURS IN
TURKEY**

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Master's Thesis

Graduate School
Izmir University of Economics

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ABSTRACT

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Hüner, Erkan

Master Program in Business Administration

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This research aims to examine the meaning of a successful entrepreneur from the perspective of women entrepreneurs in Turkey. This research offers a qualitative phenomenological research design, in depth interviews were planned which addressed the lived experiences of selected women entrepreneurs. Data was collected by using a semi-structured interview with registered 22 women entrepreneurs in different cities of Turkey. Many of the previous studies on women entrepreneurs in Turkey examined which factors positively or negatively affect the success of women entrepreneurs. However, these studies did not focus on what the definition of success is. In other words, the factors affecting an undefined concept were investigated. This study, which seeks the definition of success for women entrepreneurs in Turkey, contains results that will form the basis of many previous studies. As a result of this research, 3 definitions of success were repeated more and more by the participants. According to women entrepreneurs who have established their own business in Turkey, success is reaching goals, being happy and discovering oneself.

Keywords : women, entrepreneurship, success, definition, Turkey

ÖZET

TÜRKİYE’DEKİ KADIN GİRİŞİMCİLERİN BAŞARI TANIMI

Hüner, Erkan

İşletme Yüksek Lisans Programı

Tez Danışmanı: Prof. Dr. Mehmet Gencer

Temmuz, 2021

Bu araştırma, Türkiye'deki kadın girişimciler açısından başarı tanımının ne olduğunu incelemeyi amaçlamaktadır. Nitel bir araştırma türünde fenomenolojik araştırma deseni ile yapılan bu araştırma, yarı yapılandırılmış birebir online mülakatlarda derinlemesine sorulan sorularla katılımcıların yaşamış oldukları deneyimleri neticesinde edindikleri çıkarımlarına ulaşılmıştır. Veriler, Türkiye'nin farklı illerinde farklı sektörlerde kendi işini kurmuş 22 kadın girişimci ile görüşmeler yapılarak toplanmıştır. Türkiye'de kadın girişimcilerle ilgili daha önce yapılan çalışmalarda, kadın girişimcilerin başarılarını olumlu veya olumsuz etkileyen faktörlerin neler olduğunu incelenmiştir. Ancak daha önce yapılan çalışmalarda, başarı tanımının ne olduğuna odaklanılmamıştır. Başka bir deyişle, katılımcılar tarafından tanımlanmamış bir kavramı etkileyen faktörler araştırılmıştır. Türkiye'de kadın girişimcilerin başarısının tanımını arayan bu çalışma, daha önce yapılan birçok çalışmaya temel oluşturacak sonuçları içermektedir. Bu araştırma sonucunda, başarının 3 tanımı katılımcılar tarafından ön plana çıkartılmıştır. Türkiye'de kendi işini kuran kadın girişimcilere göre başarı, hedeflere ulaşmak, mutlu olmak ve kendini keşfetmektir.

Anahtar Kelimeler : kadın, girişimcilik, başarı, tanım, Türkiye

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CHAPTER 1: INTRODUCTION

1.1. Motivation: a critical stance at universalism in entrepreneurship research and theory

The entrepreneurship and success are the subjects that researchers have been working on for many years. However, when retrospective studies are examined, we see that many factors that prevent entrepreneurs from being successful or help them to be successful are discussed. This study, unlike many studies, is built on researching the definition of Success for Women Entrepreneurs in Turkey. The main reason why it is different from other studies is that it is a study that focuses on definitions rather than factors or factors. Identifying the factors affecting the process and the result without fully defining the aforementioned concepts is like building a structure without a foundation. Similar studies have been conducted in Czechia, Poland, Ireland, Japan, Canada, Indonesia, New Zealand, Germany and the United States, especially on how the definition of success for Women Entrepreneurs is made. Different results were obtained in these studies. These results are presented in detail in the literature review section. However, a similar study has not been done with Women Entrepreneurs in Turkey before.

In terms of results, some of the results of studies conducted in other countries show similarities, while others are quite different. In fact, this situation helps us to conclude that the definition of success varies from country and culture bases.

1.2. Intrinsic success definition as a drive for entrepreneurship, and its variations

Natural resources, labor, capital and entrepreneurship were determined as drivers of economic development. According to Ufuk and Ozge (2001); entrepreneurship is the process of creating value added good or services. Skills, time and effort are devoting for entrepreneurship process. At this process entrepreneurs assumes the accompanying financial, physical & social risks, to reap the resulting monetary rewards and personal satisfaction.

Recently, entrepreneurship is gaining importance due to social and economical situations. Especially in recent years, the fact that people consume all resources very quickly and that new generations are focused on consumption rather than production has led entrepreneurship to play a much more important role. However, we see that e-commerce systems based on buying and selling have developed instead of entrepreneurial ideas that offer value-added products and services for this need. Entrepreneurship encompasses the processes of perceiving, evaluating and exploiting opportunities. Individuals being influenced by internal and external environmental factors have influence upon entrepreneurial process, motivation, innovation, continuity and growth. It is important to motivate people with entrepreneurial potential and talent to take their position in the economic process and market by developing business models. Social changes, along with the advancement of technology, industrial developments and education systems, are enabling much more women to attend in business life.

Actually, when we consider the traditional roles of women, it can be claimed that they can be more successful in problem solving, establishing cause-effect relationships and communication strategies. This may provide women with opportunities to turn entrepreneurial risks into advantages in both developing and developed countries. The decision to become an entrepreneur by selling goods or services for profit in free market conditions and establishing your own business brings some risks. Losing the capital you have invested in, or not being able to sell the products you produce or buy, or not being able to collect the debts you owe or being able to supply products in a sustainable way are just some of these risks.

In addition to all above risks, employing employees, paying taxes, taking part in the chamber of commerce and industrial organizations somehow give entrepreneur women a social status. Despite the risks of being an entrepreneur, the number of women entrepreneurs trying to chase their dreams is increasing day by day. Canada, England and the United States are among the countries where women's entrepreneurship is developing day by day. TOBB President made the following statement regarding women entrepreneurs and their figures in Turkey on March 2020; "The rate of women among all entrepreneurs was only 6 % in 2009. The total number of women entrepreneurs was only 77,000 in Turkey. The total number of women entrepreneurs in Turkey has reached 142.000 that is doubled in 2019. The

rate of women in trade has exceeded 10 %. It took a long time for women in Turkey to take an proactive role in business and economical life and even start their own business and enter into trade. The number of women entrepreneurs and relatively its ration is much less compared to the number of male entrepreneurs due to recently women have only act a part of business life. Previous years, women were mostly responsible house and children duties. However, this rate is changing in favor of women day by day. (TOBB, 2020)

The target of this research is to reveal definition of the success for women entrepreneurs in Turkey. There may be many reasons for women who have established their own businesses to choose entrepreneurship. This research will also help to create the connection between the perspective of success for women entrepreneurs and their motivation in order to found their own business. For example, one of the aims of women starting their own businesses can be a way to get rid of economic and social dependency. While economic necessities are the leading factors affecting the decisions of some women, it may be freedom and making their own decisions for some women. Women in Turkey have challenges in establishing and keeping up a business. For example, there are research results that show that women entrepreneurs who are supported by their families have more possibility of success or that women entrepreneurs who have incitimented from government support are more successful. It is seen that the reasons for not being successful are generally factors such as finding capital, workplace, commercial or raw materials, customer trust problems, respect deficiency in the society.

Some studies and results of researchers on the subject of success factors of women entrepreneurs are as follows;

According to Agarwal and Lenka (2017)'study there are two types of drivers are affecting women entrepreneurs success situation. One of them is internal & external factors such as state oriented initiatives, families, and friends. The other drives contain motivational factors such as personal attributes, managerial skills and environmental indicators. Many success factors were included in this study, it was not explained what the definition of success is and whether it changes from person to person. There is a similar research for Nigerian women entrepreneurs from Ehigie and Umoren (2013). According to Ehigie and Umoren (2013); high level self

perception of women entrepreneurs in Nigeria directly effect their success in business and commitment towards entrepreneurship. However, what is the meaning of “to be successful”?

Another research that was writtten by Alam et al. (2011) has focused on Malaysian women entrepreneurs’ success factors. Their evaluation about success factors that were contacted with 194 women entrepreneurs of Malaysia observed that their enterprises success positively influenced by support from the social relations like family and internal motivation

Three different researchers who are Busch (1989), Ghosh et al. (1993) and Chu et al. (2017) have studied on women entrepreneurs in developing countries. They have emphasised that skills and environmental conditions are acting significant role in the success of enterprise in developing countries management.

In addition to economic difficulties, women entrepreneurs identified factors such as finding reasonable priced and high qualified raw materials, marketing, middle & long term planning and employee problems as some of the obstacles to their success. In addition, factors such as inflation, taxes, high interest rates, law changes and aggressive competition level with foreigners are among the factors affecting the success of these studies. Despite all the difficulties, entrepreneurial activity is one of the most effective ways for women to realize themselves and contribute to society.

Women that act in the entrepreneurial process make positive effects on their family and the country's economy, making them feel stronger and establishing a game in a wider area. However, at the core of all the studies mentioned above, the issue that needs to be revealed is how the concept of success is defined by women entrepreneurs. One of these main purposes is to understand whether the definition of success will vary by person, culture, age, gender, industry or experience. The concept of success differs from person to person. Success is different for the manager of the company, different for the owner of the company, different for the employee of the company. Success is different for a mother who is a housewife, different for a mother working in a salaried job, different for a single young woman. Success is a subjective concept.

For all these reasons, researching the definition of success of women entrepreneurs in Turkey is a very important and priority issue. Otherwise, the factors affecting the success mentioned above will remain in the air and will not help to make a full judgement. For these reasons, this study contains results that will form the basis of many future studies.

1.3 Research Aim and Objectives

The purpose of this research is to clarify the definitions of success for women who have established their own businesses in Turkey. It was examined how 22 women entrepreneurs operating in different cities of Turkey approached the concept of success based on their past experiences. Attention was paid to the fact that women entrepreneurs, who were interviewed in-depth with one-on-one interviews, operate in different sectors and have different demographic characteristics. The definition of success to be made in this study will be compared with similar studies conducted in different countries before and the similarities and differences will be examined.

1.4 Research Question

The research question is “What is the definition of success for women entrepreneurs in Turkey?”. The main reason for the research question is to understand the "definition" of the concept of success, which is thought to vary from person to person. Because before elaborating on a concept, it is necessary to define it. This question, which seems very easy and ordinary at first, is actually a very meaningful and deep subject. Undefined concepts or concepts that are obviously subjective can lead to making decisions without thinking about them and taking important steps in life.

Sometimes, under the influence of environmental factors, there are those who take action on important issues without making an objective definition. For example, spiritual expectations may be more important to a person than material concerns or financial figures. However, if the person defines the concept of success based on the environmental factors of that person, having more income, having more assets, or being the owner of a company with more employees, that person can develop an action plan by thinking that success is financial figures. However, the action plan she

has drawn may be a definition of success that does not belong to him. Manipulated definitions of success affect many people's decisions and lives. Therefore, learning what is the definition of success of entrepreneurial women in an objective way will provide inspiring results for many people and many researchers.

1.5 Originality and significance of the study

There were 9 countries that asked the same research question to women entrepreneurs in their own countries before. These countries are Czechia, Poland, Ireland, Canada, United States, Germany, Indonesia, New Zealand and Japan. However, Turkey is not among these countries.

There are many studies on women entrepreneurs in Turkey. In general, we can divide these studies in Turkey into two groups. One of them is the problems experienced by women entrepreneurs and suggestions for solving these problems. Most of the studies that include problems and solutions are quantitative researches made on the basis of cities.

In the other group, the main factors imposing on the success or failure of women entrepreneurs were investigated. For example, a woman entrepreneur will be successful if she receives adequate training and her family supports. There are studies that contain results such as if she does not support it, it cannot be successful. But all these studies ask women entrepreneurs what the success factors are without asking what success is. In other words, they assume that all women entrepreneurs have the same definition of success. However, according to this study conducted with 22 women entrepreneurs and questioning what their definition of success is, the definition of success for women varies from person to person, and there is not any unique definition of success for everyone. For this reason, if the analysis of success factors is to be made, these factors should be examined in parallel with the definition of success.

For example, Tiwari and Goel (2017) has a study regarding to success factors of women owned micro and small enterprises in India. Their study has been focused on Indian women entrepreneurs and tried to analyse that social environment arises as essential predictor of women's entrepreneurial success among the education, gender segregation, family and technology support.

Benzing et al. (2009) surveyed on 139 entrepreneurs of Turkey and observed that reputation for honesty and friendliness, social related skills and good customer service have been identified as critical success factors for their enterprise. Benzing et al. (2005) have another closely research about Romanian entrepreneurs' success factor. According to their study, the positive attitude towards customers and their honesty and services are considered as success factors for entrepreneurs. However, there was also a big deficiency regarding to success definition.

Kim and Seow (2001) have a study in the context of interface between work and family carried out in Singapore focused on the support of the family which leads to the success of women in entrepreneurship as it provides the flexibility in handing the family and entrepreneurial activities successfully. In order for research involving success factors to gain a full scientific value, the definition of success must first find a universal response. otherwise, conceptual complex situations may occur, such as which factor affects which success or which factor does not affect which success.

In this regard, Yusuf (1995), Huck and McEwen (1991), Rogers (1995) and Ross and Lyle (1978) 's studies can be cited as examples. According to Yusuf (1995), personal attributes, competence in management skills, financial and government support are considered as the major success factors for entrepreneurs. Huck and McEwen (1991) emphasized that marketing related attributes are essential for business owners achievement in ventures in Jamaica. Rogers (1995) and Ross and Lyle (1978) have studied that if women has positive attitude to their success then the performance of their enterprise would enhance.

For all the reasons mentioned above, this research is original, unique and important research. Because analyzing success factors without defining exactly what success is is an academic and scientific approach that will be inadequate. In this respect, the results that will emerge as a result of one-on-one interviews with 22 women entrepreneurs in Turkey will at least fill the gap in the definition from the perspective of women entrepreneurship in Turkey.

On the other hand, there are a lot of studies which focused on women entrepreneurs difficulties and problems in starting up and maintaining their business. For instance Minniti (2009) and Vossenberg (2013) think that obstacles like finding capitals, Singh and Belwal (2008) think that inadequate training and access to

information are the main problems of women entrepreneurs. According to Williams (2004), work–family interface is a big problem. In developing countries lack of societal support (Jamali, 2009) and legal procedures (Jamali, 2009) are the biggest problems of women entrepreneurs.

According to Ozar (2009), women entrepreneurs in Turkey use their own savings as start-up capital, unlike men. Men entrepreneurs prefer inheritance money, liquidation of assets and formal loans as start-up capital. For this reason, women entrepreneurs are more disadvantaged in terms of starting capital compared to men. The most important problems cited by Turkish women entrepreneurs are the insufficient demand in the market, debt payments and tax payments together with the personnel problems, marketing problems, business mate contribution issues and obtaining lines of credit. Another major problem that women Turkish entrepreneurs face is the stress they suffer due to the conflict between their home and business lives (Ozar, 2009).

Women entrepreneurs in Turkey are overloaded while fulfilling their roles as wives, mothers, housewives and business owners. This situation has caused them to encounter role conflicts (Ozgen and Ufuk, 1998; Ozar, 2009).

In all the studies mentioned above, women entrepreneurs and success issues were examined, but in most of them, either success factors or problems were discussed. In these studies, assuming that there is a universal definition of success in general, success factors and problems of women entrepreneurs were examined. However, in previous studies with women entrepreneurs in Canada, the United States, Germany, New Zealand, Ireland, Czechia, Japan, Indonesia, different results have emerged as a definition of success. This situation showed that the definition of success is not a single universal definition, it can vary from person to person, culture to culture. Details of these studies that are related with “success definition” are given in the next sections. For this reason, this research, which aims to find out what the definition of success of Women Entrepreneurs in Turkey is, will test whether the definition of success is universal and examine its differentiation in the context of Turkey. Therefore, it will fill a gap in the literature. Thus, it will also shed light for the studies to be carried out on the subject in the coming years.

CHAPTER 2: LITERATURE REVIEW

2.1 What is Entrepreneurship?

Entrepreneurship is a concept that has maintained its importance and priority throughout history, but it has been interpreted and defined differently by different researchers in both economics and sociology. Therefore, it is very difficult to say that the exact definition of entrepreneurship is this. Definitions have specified a broad range of activities that Gartner (1988) defined entrepreneurship as “the creation of organizations.”

Gartner (1988) says entrepreneurship is the introduction of recent organizations. Low and MacMillan (1988) insisted that none of those definitions seize the complete picture. Entrepreneurship is overlaying a complicated set of intimate and coincidental standards along with control of extruding, innovation, technological and environmental turbulence, new product development, small and medium commercial enterprise control, individualism, and enterprise reform (Low and MacMillan, 1988).

Furthermore, Low and MacMillan (1988) defined that this phenomenon may be productively investigated from disciplines as varied as economics, sociology, finance, history, psychology, and anthropology, every of which makes use of its personal standards and operates inside its personal phrases of reference and that they believed that the preference for not unusual place definitions and an absolutely described place of inquiry will stay unfulfilled with in the foreseeable future.

Cantillon (1775) is the primary individual who diagnosed the critical function of the entrepreneur in financial theory. He described entrepreneurship as self-employment of any sort. Entrepreneurs buy at positive fees withinside the gift and promote at unsure fees withinside the future. He divided financial marketers into 3 groups: (1) landowners, (2) marketers, and (3) employers. Whereas the primary and the 1/3 organization are characterized as being instead passive, the marketers play the valuable function. Entrepreneurs play the function of coordinator, connecting manufacturers with consumers, and additionally the function of the choice maker accomplishing markets to earn earnings and difficult with uncertainty. His idea of

uncertainty became enforced to the entrepreneur though, and it needed to watch for Knight (1921) for an in-depth difference between danger and uncertainty.

Kirzner (2015) “the invention of possibilities”, Knight (1921) as “the difficult with uncertainty” and others. According to Knight (1921), marketers trying to expect and act upon extruding inside markets. Knight elaborates the entrepreneur's function in abiding with the aid of using the uncertainty of marketplace dynamics. Entrepreneurs are required to carry out such managerial necessities as planning, course, and control. The entrepreneur is a holder of uncertainty.

Schumpeter (1934) described it as “sporting out new compositions”.

Schumpeter (1934) described that the entrepreneur implements extrude inside markets via the sporting out of recent combinations.

- 1) the creation of a brand new product or quality,
- 2) the creation of a brand new technique of manufacturing,
- 3) the development of a brand new marketplace,
- 4) the invention of a brand new supply of the delivery chain,
- 5) the software of the brand new corporation of any enterprise.

Schumpeter centering entrepreneurship with the idea of innovation implemented to a commercial enterprise version content. Thus, the entrepreneur actions the marketplace far from equilibrium. Schumpeter’s definition additionally emphasized the mixture of resources.

Penrose (1959) says entrepreneurial interest entails figuring out possibilities within the financial system. Managerial capacities are distinctive from entrepreneurial capacities.

Kirzner (2015); the marketers are conscious and act upon marketplace possibilities. The entrepreneur is largely an arbitrator. In comparison to Schumpeter's viewpoint, the entrepreneur actions the marketplace in the direction of balance.

Leibenstein (1968) insisted that the entrepreneur fills marketplace deficiencies via input-finishing sports. Entrepreneurship contains "sports vital to create or keep on an employer wherein now no longer all markets are properly

hooked up or absolutely described and/or wherein applicable components of the manufacturing characteristic aren't absolutely known.

For many years many researchers have attempted to interpret the entrepreneurship phenomena in distinctive areas. Indeed, none of them captured the complete picture. There are a variety of definitions approximately on entrepreneurship and past those all Ufuk and Ozge's (2001) definitions are overlaying maximum of the others. They described that entrepreneurship is the technique of making something of cost with the aid of using committing the vital skills, time, and effort, and, assuming the accompanying financial, bodily, and social dangers to reap the ensuing economic belongings and private satisfaction.

2.2 The Importance of Entrepreneurship

Entrepreneurship is a vital concept in all economies around the world. For this reason, states constantly produce new policies that encourage entrepreneurship in order to increase the number of entrepreneurs in their countries. Because entrepreneurship triggers productivity in a country. Societies with increased productivity become more prosperous by obtaining value-added outputs. In societies with increased productivity, the level of unemployment decreases. The per capita income rises.

As entrepreneurship increases, competition among businesses increases and this helps to improve quality. Increasing competition provides a driving force for companies to find more innovative solutions. New businesses entering the market have to differentiate in order to get rid of competition conditions faster. The differentiation strategy also directs existing businesses to innovation and product development. Thus, the entry of new players into the market automatically improves the system. Especially in globalizing market conditions, new ventures can get the chance to penetrate all geographies very quickly and effectively. Especially technology-based startups can grow at scale if they can create the right strategies in the short term. This situation, in parallel, contributes to the host country of the enterprise and to the country's economy.

According to Kirzner (2015), entrepreneurs; “They are people who perceive what others do not see and act according to this perception”. For this reason, entrepreneurs are people who contribute to the progress of the economy and society and increase welfare. We can define the importance of entrepreneurship in general as follows;

- Entrepreneurship creates business opportunities
- Provides enrichment of individuals and society
- Motivates for innovation
- It raises the standard of living.
- It encourages research and development.

2.3 Women Entrepreneurship in Turkey

Entrepreneurship is a process and in this process, it is affected by many areas of the environment it is in. Areas such as the supply-demand situation in the environment, the government's perspective on entrepreneurship and support policies, the situation of the private sector, and political effects are the most important parts of this process. In Turkey, as in the world, women are at a disadvantage compared to men for various reasons in entrepreneurship.

The subject of women's entrepreneurship in our country, for the first time in a comprehensive symposium held in Istanbul in October 1992, entered the agenda of the society and especially women and attracted attention. The fact of being a woman who does not need to change despite the changing social, economic and cultural factors in Turkey determines and affects all social relations of women. A very strong patriarchal family structure and gender discrimination constitute the valid rules and roles for women. “Marriage and family” have an indispensable place for women in this social structure. Difficult economic conditions are an obstacle for families to continue their lives. In cases where the income of the man is insufficient or the man loses his job, the need to bring additional income to the family drags women into working life. As a social factor, the increase in education and education level is a factor that facilitates women's entry into working life. Education also plays an important role in terms of affecting the success of women in business life and being necessary.

According to the unwritten but valid value judgments of societies, the idea that women's place is at home, as a result of gender role, has changed over time, especially in cities, and with technological changes and developments, it has made it possible for women to enter working life and to maintain work and family life in balance.

The thesis defended in studies on women in Turkey since the 1950s is that working outside the home is not the primary purpose for women. Women consider this situation as compulsory and temporary, the area they want to be in is the home, and the activities they want to do are housewifery and motherhood. The reason why women participate less in urban economic activities is generally explained by the role in the family, the preferences related to this role, and the patriarchal relations within the family. Women's entrepreneurship in Turkey was affected by the structural transformations after the economic crisis in 1970 and by the structural adjustment policies recommended by international financial institutions such as the International Monetary Fund and the World Bank to third world countries. The "husband's permission" requirement in the Turkish Civil Code for a married woman to work and open a business was abolished by the Constitutional Court in 1990, as it was found to be contrary to the principle of "equality before the Constitution and freedom to work". It is also seen that positive discrimination is made against women in some incentives and supports by the state.

Although planning and realizing a new venture requires risk and intense effort; The number of women entrepreneurs is increasing rapidly in Turkey as well as in the world. In our country, important economic and social changes have taken place that will facilitate women's participation in the workforce and reduce the problems faced by women. As a result of these changes, women's entrepreneurship has become more acceptable and applicable by Turkish society. According to TOBB reports; the rate of women among all entrepreneurs was only 6 % in 2009. The total number of women entrepreneurs was only 77,000 in Turkey. The total number of women entrepreneurs in Turkey has reached 142.000 that is doubled in 2019. The rate of women in trade has exceeded 10 %. It took a long time for women in Turkey to take an active role in business life and even start their own business and enter into trade.

2.4 The Meaning of Entrepreneurial Success & Success Factors

In its original meaning, the word "success" meant the course of an event, whether the course had to be tested for good or bad (Goethe, 1830). This changed over time: success began to be linked to the outcome and no longer defined the course of the event - but it was still considered useless, including the positive and negative consequences. Since the industry began in the 19th century, "success" is often described as a positive outcome. Success in this sense means that something is “done” and that the results of the actions have a positive effect (Goebel, 1990).

In business studies, common indicators of success include, for example, company survival, profit or income level and profit growth, vacation time, job growth, sales growth, market share, equity ratio, sales product, employee productivity, cash flow and revenue growth value. shares and returns on equity, return on investment (ROI) and Internal Rate of Return (IRR) (Hemer et al., 2006).

Research studies often use a few or even one of these indicators. It is still a matter of great debates. They overlook the fact that the evaluation of the success of a complex business as a new business cannot be based on material and financial factors. The plan shows that business success cannot be measured by a single indicator and can be appropriately assessed by economic indicators. New businesses rely on a variety of internal and external types of participants, and they may all have a different understanding of success (Nöcker, 1999). In this regard, defining success as a result is problematic due to potential conflicts between different stakeholders. Therefore, Rehkugler (1989) proposes to interpret success as a measure of success.

The first attempt to understand success was to define the minimum value for measurable business success. According to a previous study, there were two factors, namely business performance and its survival (e.g., Brüderl and Preisendörfer, 1998; Jacob, 2007; Jungbauer-Gans and Preisendörfer, 1992; Moser et al., 1999, Tempel, 1999) and the contribution of business activities to self-sustaining (Sandner et al., 2008). This reflects both systematic and objective processes. The strategic approach sees success as a long-term performance of the company, while the goal-oriented approach recognizes the success of a new business not only in terms of business size but also in terms of the business's commitment to personal life. With this in mind, making a living can be one of the goals of an entrepreneur.

In summary, that success in business must be understood in perspective, including the economic, social and individual perspectives. For example, from a social point of view, women entrepreneurs can be seen as successful, if their actions bring benefits to society and if she and her work are equal to the dignity of a successful business woman, whereas from an individual perspective, success is closely related to personal motives and goals.

As Brush and Hisrich (2000) points out, the difference in performance between men's and women's businesses also depends on the criteria used, emphasizing that future research should study outcomes without financial means, placing interdependence between performance, achievement and objectives. Taking into account these approaches, this study will highlight the similarities or differences between the above definitions of success and the definition of success for women entrepreneurs who set up their businesses in Turkey.

According to Rietz and Henrekson (2000), women-owned businesses that make less money and profit, grow slower and, are more sensitive to termination than their male counterparts. On the other hand, Watson (2003) thinks that, if the industry is regulated, the failure rates in women-owned enterprises are not significantly higher than in men's businesses. Do women entrepreneurs measure their success on many traditional levels? Is the profit the most critical driver or not? Or, are there other critical metrics and drivers used by women to measure success such as business ability to offer independence, provide challenges, allow them to think and work smarter, work with others or satisfy customer needs? Do ideas for success depend on the type of business? Are the conditions different in production compared to service sector organizations? The study, which we conducted with the participation of 22 business women in Turkey, revealed the definitions of success that will ensure that all of the above are well-founded.

On the other hand, one of the most common perceptions of business failure is the inherent problem of 'mismanagement' (Beaver, 2003; Perry, 2002). This points to the important role that certain practices have played in bringing about business success. The ethics of entrepreneurship learning (Ibrahim and Goodwin, 1986) describes the management skills and skills entrepreneurs need to have and use in their small businesses to be successful. These include skills such as strategic

planning and management, revenue management, accounting and bookkeeping, business marketing and strategies, communication and empowerment.

Some researchers have noted that entrepreneurs are less likely to be strategists in the traditional sense of the word and are more active in learning and revitalizing (Bhide, 1994; Brouthers et al., 1998; Vries, 1996; McCarthy, 2003). Women have more difficulty than men earning money (Schwartz, 1979) and have no experience in management, marketing and advertising, accounting and finance (Brush, 1992; Buttner, 1997). Brush et al. (2002) describe that women entrepreneurs are not receiving their fair share of venture capital funding, particularly as their businesses mature. These lacks oppositely affect success. Some research has found that entrepreneurial women are less concerned with profits than men (Godfrey, 1995).

Women are generally more concerned with the community and associate the idea of success with individual achievement. They may enter business for altruistic reasons (Bruin and Dupuis, 1999). Women have also been found to be more apprehension than men about relationships with customers and suppliers and the prosperity of their employees (Esters, 1997). It has been expressed that these relationships or networks (formal and informal) decrease transaction costs and are an added source of satisfaction for the entrepreneur (Bruin and Dupuis, 1999).

2.5 Women Entrepreneurship & Success Definiton

From a business perspective, successful entrepreneurs can create positions and strategies by controlling all resources such as financial, human, environmental and psychological resources to meet the expectations of stakeholders. However, "success" is not the complete idea that all people agree on the same meaning. For example, Masuo et al. (2001) describe success in economic and financial terms including return on assets, sales revenue, total or total profit, and survival rates while non-financial methods include customer satisfaction, personal development, and personal success.

Specifically, Butner and Moore (1997) have revealed that business success is often measured by economic perspective such as sales and labor growth or by increased profits. Because many studies focus on economics or finance in measuring

success. Simpson et al. (2004) describe success in a simple way, i.e., stable business performance, while business failure means getting out of business.

Dyke et al. (2006) examined gender differences in terms of success. The purpose of the study by Dyke et al. (2006) was to examine the ways in which “successful” women and men differ in their success stories. For women success was centered on a personal sense of balance, and greater importance was placed on relationships. For men, material and financial success still seems to be great, even though other contexts have emerged. According to Dyke et al. (2006) most men were quoted as saying that material success was the most important factor. Second, they care for the relationship. Other themes include the importance of making a contribution, having freedom and a measure of balance that is far below the financial aspects. A prominent theme in women's response to the question of how to define their success was "Balance". In a study by Dyke et al. (2006), women described success as very different from what their male counterparts did. However, Dyke et al. (2006) focused on the definition of success in terms of gender diversity. They did not care whether they investigated male or female employment status and working conditions such as whether they were entrepreneurs or not.

Alam et al. (2011) are identified that there are many factors that can influence the success of an entrepreneur, but their independence is what determines the success of their business. Alam et al. (2011) have studied women entrepreneurs and their successes. According to them, the presence of successful women entrepreneurs is less visible due to their small size and growth and achievements of women entrepreneurs in the Southern Region of Malaysia and they found that family support, social media, and internal motivation were key factors in their success.

In addition, Lai et al. (2010) pointed out that in terms of coping, there are a number of factors that contribute to the success of women entrepreneurs such as self-confident personality, risk-taking, work experience and new ideas. There are many studies such as Alam et al. (2011) and Lai et al. (2010) that are directly related to the achievements of women entrepreneurs.

Although there are many studies that have investigated aspects of the success of women entrepreneurs, the definition of the success of women entrepreneurs has been treated with very limited studies. While, in line with the concept of a logical

track the meaning of the concept appears before its features. Because depending on the meaning of the concept, its features may vary. For example, Cooper and Artz (1995) argued that without profit, business could not last long, however, relying solely on profit to describe success was not realistic. Some of the studies covered and described different levels of success in companies, non-financial groups and levels of public enterprise.

At the corporate level, many researchers view success as a company's growth through methods such as sales, profit, or employee growth (Baum and Locke, 2004) while non-financial methods used to describe business success were the satisfaction of entrepreneurs in their business (Gupta and Govindarajan, 1984). Other social enterprise documents describe success through the integration of financial (profit) and non-financial processes (social and environmental objectives). However, social approaches are considered and often overlooked over a long period of time, making it challenging to produce and replicate (Arena et al., 2015; Lumpkin et al., 2013).

Reavley and Lituchy (2008) have studied what leads to the success of women entrepreneurs in Japan, Canada, Northern Ireland, The Republic of Ireland, Poland and Czechia. Reavley and Lituchy (2008) presented a cultural analysis of women's business success, and a comparison of the definitions of success and the means to success among women entrepreneurs and the definitions of success and strategies found in business literature.

According to Reavley and Lituchy (2008) Japanese women entrepreneurs define success as network problems and strategic plans as well as business education and training and overcoming competition. All Czech entrepreneurs describe success in terms of the number of clients or projects they have and how well the business attracts clients and customers abroad. Many Polish ideas for success focus on profitable relationships and customer relationships. Most Polish businessmen spoke of financial success, while the Czechs did not. Japanese women were more humble and often said that they did not succeed.

According to Irish and Canadian businessmen success is related to 3 different criteria. One of them is customer satisfaction. The second is employee satisfaction and the last is financial results. However, the results of Reavley and Lituchy's (2008) research show that women in Ireland and Canada - especially those involved in

international trade - set goals at both levels. They measure success by forecasting, cash growth, profit, employee benefit, field, customer satisfaction and employee satisfaction, lenders and shareholders. Indeed, the majority of Irish women have identified financial goals as one of the main reasons for trade in global markets. They thought that other foreign markets were more profitable than the domestic market, seeing a higher level of corporate profits than starting more trading in Ireland or the UK.

According to Reavley and Lituchy's analysis (2008), traditionally, entrepreneurs in their study agree on what success means and in their definitions of success they incorporate both economic means and personal or psychological success factors such as the ability to be independent and experience self-satisfaction.

Prajawati et al. (2020) asked for an explanation of the success of Indonesian Women entrepreneurs last year. According to Prajawati et al. (2020) the success of Indonesian women entrepreneurs is related to 3 different drivers. One of them continues to improve business operations. The second is being helpful and sharing with others. Most Indonesian women entrepreneurs think that there are many things to share, such as knowledge, ideas and attitudes. That's why, success goes hand in hand with sharing. The ultimate definition of the success of Indonesian women entrepreneurs is their ability to meet their needs. As a result, Prajawati et al. (2020) has articulated that definition of success from the perspective of Indonesian women entrepreneurs as continuing to grow in future business and being useful to others.

Moreover, in addition to public service as a goal to be achieved by entrepreneurs, the ability to meet their needs was the main reason for the establishment. This policy can be equally divided into the primary motivation of women entrepreneurs such as personal satisfaction / awareness, employee-customer relationships, family-related goals, and flexibility.

Kirkwood, (2016) highlighted the success of the gender analysis business in New Zealand. According to a study by Kirkwood, (2016), female business owners assume that the balance of family work, the work life balance, financial results and the company's own satisfaction reflect the success of the entrepreneur.

Ettl and Welter (2012) investigated the implications of success for German women. According to Ettl and Welter (2012) in line with other studies, in the case of

women entrepreneurs it does not limit the success of economic success because this does not define the behavior of women entrepreneurs. On the other hand, the balance of health work, non-financial goals, motivation and smart goals are very important for German business women owners. They regularly discuss business success with their goals and objectives.

Buttner and Moore (1997) have a study focused on how women entrepreneurs measure success. Buttner and Moore's (1997) research results indicate that women entrepreneurs measure success by achieving and achieving goals. The profit and growth of the business, while important, were the lower steps of their success. Satisfying their need for self-fulfillment and achieving a better balance between work and family contributed to the definition of success for women in the USA.

Table 1. Definition of Success for other countries (Previous Researches)

Resource	Country	Definition of Success
Reavley and Lituchy (2008)	Czechia	- Number of clients or projects - International trade
Reavley and Lituchy (2008)	Poland	- Financial Success - Profitability - Client relationships.
Reavley and Lituchy (2008)	Japan	- Network and strategic niche issues - Business education and training - Overcoming competition
Reavley and Lituchy (2008)	The Republic of Ireland	- Customer satisfaction - Employee satisfaction - Financial results - International trade
Reavley and Lituchy (2008)	Canada	- Customer satisfaction - Employee satisfaction - Financial results - International trade
Prajawati et al. (2020)	Indonesia	- Continually developing the running of a business - Useful to Others - The Ability to Fulfill Their Needs
Kirkwood, (2016)	New Zealand	- Work-Family Balance - Work-Life Balance - Financial success - Personal Satisfaction
Ettl and Welter (2012)	Germany	- Life-work balance, - Nonmonetary smart goals - Motivation factors
Buttner et al. (1997)	USA	- Satisfying their need for self-fulfillment - Achieving a better balance between work and family

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 Research Philosophy & Research Approach

The objectives of phenomenological research are to extract truth from individual accounts of their experiences and emotions, as well as to elaborate interpretations of this event. Phenomenological research studies in educational settings often reflect the life experiences, opinions, and feelings of participants about the event.

Although phenomenology is used in many ways by many famous philosophers such as Kant, Heidegger and Hegel, within the research, we can use it as a reference to the first spiritual person. The term of phenomenology was named from the Greek 'phainein', meaning 'emergence', and was first used by Immanuel Kant in 1764. the subject of human understanding. From the point of view of the builders, the title builds what we know, and in appearance, the title knows what constitutes what is invisible but can come from knowledge (Rockmore, 2011). Phenomenology as a framework for development developed into a process that looks realistic in individual accounts of their living experiences of things (Cilesiz, 2009; Husserl, 1970; Moustakas, 1994). Phenomenology incorporates various philosophies that contain different, existing, and hermeneutic ideas (Cilesiz, 2010).

Phenomenologists strive at exploring the similarity in the experiences of different individuals who are interviewed and then it builds themes on this core or sameness of experiences. Therefore, the main objective of phenomenological research is to demote individual experiences with a phenomenon to a description of the universal essence (Creswell, 1998). Thus, to conduct phenomenological research the task is on the researcher to see if the research problem can be a scout in the best trend using a phenomenological approach. As discussed it can be phenomenological research only if the researcher wants to know or understand the 'essence' of individual experiences of a group. In the case of present research this group is the women entrepreneurs who have established their own businesses in Turkey. The aim of the research is to find a definition of success according to women entrepreneurs from different cities of Turkey. Thus, it would be critical to understanding these

common experiences in order to clarify a common definition of success. Moreover, it will also help the researcher develop a deeper understanding of the multiple definition of the success from point of women entrepreneurs' view. However, in order to carry out an objective and unbiased phenomenological research and to thoroughly explore how participants view the phenomenon, the researcher must bracket out, as much as possible, their own experiences. For the purpose of phenomenological study data is obtained from the individuals who have undergone the phenomenon. As the case with this type of research, the participants of the study are broadly asked a couple of general questions (Moustakas, 1994). First of all, it is about what they have experienced in the context of the phenomenon? Secondly, the researcher tries to find out the inherent dynamics of that particular situation. However, other open-ended questions may also be asked, but these two, especially, focus attention on gathering data that will lead to a textural description and a structural description of the experiences and ultimately provide an understanding of the common experiences of the participants.

3.2 Research Design

The design chosen for this study is qualitative phenomenology, which helps the researcher gain a deeper understanding of the participant's experiences (Goulding, 2005). The quality of the investigation is simple when little is known about the situation or where "the subject needs to be explored" (Creswell, 1998, p. 17). A targeted sample of 22 women entrepreneurs was selected to own and manage their business. In this study, well-organized online interviews were conducted in Turkish language. Discussions were recorded by Zoom application. Each interview was then written by the researcher with a software application that converts voice to text.

To ensure credibility, the transcripts of the interview are examined twice to see if the transcripts reflect their accounts as defined during the interview. Pseudonym were used to identify each participant to keep his or her identity confidential. A translation method for phenomenological analysis (IPA) (Smith, 2004) was used to analyze the data. This approach is a detailed evaluation of each participant's response and how their own experience answers the questions asked

about the success rate. The question in the open-ended research center that guided this study is what the goal of success is. The middle question was answered with the following questions:

1-) Can you tell us about yourself? Can you tell us about your age, marital status, education, career and work history?

2-) For what reasons did you decide to start your own business? positive or negative along with emotions and feelings also ask about practices and thoughts and experiences. What were your negative experiences or motivational reasons?

3-) What makes you “happy”?

4-) Who are the Women Entrepreneurs you see as successful? Why?

3.3 Sample selection and data collection procedure

Qualitative studies usually require a smaller sample size than quantitative studies (Saunders and Thornhill, 2003). However, the qualitative sample size should be large enough to get feedback from different participant’s perceptions. When these different and varying perceptions of participants are collected then a phenomenon occurs that is called “Saturation”. Therefore, saturation means when adding more participants to the study would not result in any additional viewpoints or information. Normally this research was planned to interview 15 women entrepreneurs. However, new additional participants were accrued due to the “Saturation” approach. Researchers like Glaser and Strauss (1967) recommend the concept of saturation for arriving at a suitable sample size in qualitative studies. Apart from these some other rules have also been suggested by different researchers. For example for an ethnographic study, Morse (1994) recommends app. 30 – 50 participants. Alike, for a grounded theory that aims at building theory from data collected, Morse (1994) has recommended 30 – 50 interviews, while Creswell (1998) suggests only 20 – 30.

The same saturation principle applies to all phenomenological studies. For phenomenological study Creswell (1998) recommends 5 to 25 and Morse (1994) suggests at least six. However, there are no specific rules when determining appropriate sample size in qualitative research. According to Patton (1990), Qualitative sample size may best be determined by the time allocated, resources

available, and study objective. For the present research study, the author selected 22 women entrepreneurs from 5 different cities of Turkey. All these 22 women entrepreneurs' demographic details are seen below tables.

Table 2. Participants List / Demographic Properties

Nick Name	Business Type	Age	City	Marital Status
Woman Ent. A	Beverage Producer	38	Izmir	Married
Woman Ent. B	Yoga Trainer	28	Izmir	Single
Woman Ent. C	Consulting Company	42	Izmir	Single
Woman Ent. D	Foreign Trade Company	29	Izmir	Single
Woman Ent. E	Owner of Sport Center	40	Bursa	Single
Woman Ent. F	Interior Architect	40	Mugla	Married
Woman Ent. G	Lawyer	27	Istanbul	Single
Woman Ent. H	Lawyer	27	Istanbul	Single
Woman Ent. I	Owner of Kindergarden	52	Izmir	Married
Woman Ent. J	Plastic Surgeon Doctor	40	Istanbul	Single
Woman Ent. K	Owner of Co-working Places	40	Izmir	Married
Woman Ent. L	Ceramic Artist	39	Izmir	Married
Woman Ent. M	Owner of Bakery	40	Izmir	Married
Woman Ent. N	Graphic Designer	29	Izmir	Single
Woman Ent. O	Organic Food Producer	50	Balıkesir	Married
Woman Ent. P	Fire Equipment Producer	41	Izmir	Married
Woman Ent. R	Aqua Fitness Sport Center	40	Bursa	Single
Woman Ent. S	Boutique/Accessories/Patisserie	36	Izmir	Married
Woman Ent. T	Machinery Safety Certification	39	Izmir	Single
Woman Ent. U	Mobile Application / Software /	36	Izmir	Married
Woman Ent. V	Beverage Producer	35	Izmir	Married
Woman Ent. Y	Yacht Equipment Producer	35	Istanbul	Married

Table 3. Summary Data of Participants

# of Women Ent..	22 participants
Cities from Turkey	5 different cities of Turkey (Izmir, Istanbul, Mugla, Bursa, Balıkesir)
The average age	37 years old Max. 50 – Min. 27
Marital Status	10 Single – 12 Married
Business Type	20 different business type

In-depth semi-structured interviews are the most used technique in qualitative research. Morse (1994) has also pronounced that a semi-structured interview is a generally used technique for information gathering in qualitative types of researches. They specify the number of reasons for this, most importantly, it allows the researcher and interviewee to be more flexible to develop questions and spread more information.

Similarly, according to Sarshar, and Newton (2002), a semi-structured interview is one of the most efficient and useful ways to collect qualitative data by the researcher. Therefore, in the current study, interview questions are formulated on present research goals. The semi-structured interviews were conducted in two stages; a pilot study and the main study. In the first phase, pilot study was applied to few participants.

The list of questions was constructed by the researcher in advance to investigate from the respondents. The author designed several questions and produced numerous drafts which were modified, corrected and refined by him before the writing of the ultimate questions. Therefore, before conducting the main study, pilot interviews were carried out to test these questions with the aim to polish the questions and amend the interview quality in terms of obtaining the best and relevant data possible (Creswell, 2012).

Similarly, the respondents were asked for their allowance through the consent form to participate in interviews. Due to the “Covid 19 Pandemic” situation, all

interviews were organized as online interviews via Zoom Application. Moreover, the objectives and goals of the research study were clearly communicated to the participants. Also, online interviews were conducted where participants' names were not mentioned and substituted with the nickname and participants were also agreed by this. Every interview continued for at least 25 to 50 minutes and was conducted in the residences or offices of the respondents during the time that was most convenient to them. All the interviews were arranged for the convenience of the participants. Most of the respondents preferred to be interviewed in their office timings to assure that they were focused on the subjects discussed and minimizing and avoiding disarray in their work and busy schedule.

Moreover, the respondents were requested their permission to record their conversations. For the purposes of objectivity and accuracy, conversations were tape recorded so that at the time of the interview if any information that was not noted down by the researcher could be copied later on for analysis. Gray (2013) suggests that in conducting qualitative semi-structured interviews use of a tape recorder is very important because it helps the researcher to record important information and then to give time to listening, understanding and refocusing the interview. Therefore, it is critical to debate freely and openly in interview with the respondents to obtain maximum relevant and beneficial information and cover all the aspects and goals.

Although questions were ready in advance before interview but as the conversation was moved forward and more issues were highlighted and raised by the participants, additional related questions were included naturally according to the flow of discussion during the interview. After the author completed the interviews, the recordings have carefully listened and then they were transcribed word by word from the audio recording into the registers. The author then also second time listened to the recording carefully to corroborate the written text with the interview recordings. This was all done to ensure that similarity was adhered to between the transcribed and recorded facts. On top of it every transcript was again checked again to ensure the trustworthiness and reliability of both the data gathered and its final signification. Therefore, in order to analyze the data, instead of using the Nvivo software or other qualitative software for data coding, semi-structured interviews were manually transcribed and translated by the researcher.

3.4 Data analysis

In this study data analysis was incorporated by the researcher to analyze the data and information collected from semi structured interviews. According to Borrell (2008), data analysis lets the researcher formulate themes by identifying and analyzing data and then also describes the thick detail of the data set. He further mentions that data and thematic analysis is one of the most used analysis techniques. Braun and Clarke (2006), makes a case for thematic analysis by stating many incentives.

1-) It is easy to clear and practice.

2-) The researcher does not need a lot of experience to incorporate it.

3-) It is accessible to the general public and use.

4-) The key features of extensive data are easily summarized using it and it also data in rich detail.

5-) The similarities, as well as dissimilarities across the data, are easily identified by it.

Some unexpected insights can be generated by it and lastly, the social and psychological interpretation of data can be done by it (Becker et al., 2012). For performing thematic analysis following steps were followed:

1-) It was mentioned before that all data collected from the interview was a transcript from audio to textual version and then data was collected in one folder. The aim was to produce a poll of data where perceptions, conceptions and opinions regarding the studied concepts and phenomenon were collected together. A specific code was given to each interview. These codes were used by the researcher when suitable quotations were selected to assist with the theme. Transcribed information was read carefully to make him awake with the data.

2-) After getting familiar with the transcribed data or textual scripts, initial coding to identify the important keywords mentioned by the respondents was started to use.

3-) After coding all textual scripts or data, the investigator started to identify the relations between similar codes for creating sub themes. In this step, codes were

driven themselves not by the investigator. Excel sheet was used by the researcher to complete this step so that all the codes under sub themes could be collected by the researcher. To create and finalize the key themes and sub themes, the same excel page was used in the next two steps.

4-) After identifying the initial themes revisited in order to clarify their meaning. This act doesn't indicate that the investigator had made any variations to the themes, but the purpose was to clarify the themes in the light of codes and sub themes.

5-) In this stage all codes and themes were brought together carefully and themes to mark a sense of information in documented written format. At this step investigator was very aware, sure and severely that results from the findings spoke for themselves.

For Example: Women Ent. D. said that

“Success is doing what I love , happily and peacefully with the people who I love. It's about helping others while doing this. It's about reaching my targets.”
According to this definition, there are four different codes which are seen below;

- To do what I love
- To be happy and peaceful
- To benefit someone
- Achieving the goals I set

Women Ent. I said that

“Success is being happy. Being rich or famous is not success. When I reach the small goals I set, I feel happy and successful. Successful people are who can get up from difficult situations, big falls, traumatic landings and reach their goals.”

According to this definition, there are 3 different codes which are seen below;

- To be happy and peaceful.
- Achieving the goals I set
- Being able to get up after falling.

Same or similar codes were determined into a unique category such as “To reach the aims” or “To be happy” and then repeating codes were counted and combined under the aforementioned category.



CHAPTER 4: FINDINGS

Before conducting semi-structured interviews with the participants, topics and questions were shared with them so that they could reflect on ideas about the topic. Especially since the meeting time coincided with the pandemic conditions, organizing the meetings on the online platform was more comfortable and safe for the participants. One-to-one interviews were held via the zoom application on the day and time suitable for business and private programs. Coinciding with the period of curfews was advantageous in terms of finding the common available time and holding the negotiations. In addition, the fact that the interviews are online and the zoom application allows recording was very useful in terms of listening to the interviews repeatedly and taking notes while performing retrospective data analysis. Participants were informed that these interviews would be recorded, and the interviews were recorded upon their permission & approval. The recorded interviews were uploaded to the google drive so that the researcher and the research advisor could follow, watch and comment on them. In the interviews, ice-breaking questions were determined and sprinkled throughout the interview so that the participant would feel more comfortable and share all the ideas they thought. As Moustakas approaches were aimed as a requirement of the phenomenology research design application, the comments and opinions of the guide and the researcher were placed in parentheses. Statement repetition and confirmation communication were used to confirm whether the thought shared by the participant was correctly understood by the researcher.

The researcher's connections in business and social life were used to find women entrepreneurs who contributed to this research as a participant. In addition, participants from different cities and different sectors with different demographic characteristics were reached in order to examine the research on a wider platform and to reach accurate results with a universal quality.

Since there were interruptions due to insufficient wifi connection quality in the 2 interviews, audio recordings and written evaluations were requested from the participants to be used in the analysis study. The files from the participants were again uploaded to the google drive platform and used for retrospective evaluations in the analysis process.

After in-depth interviews with 22 self-employed women entrepreneurs in Turkey, 24 different codes were determined regarding the definition of success. 22 women entrepreneurs repeated these codes 52 times in total. Codes repeated 52 times were gathered under 9 categories in total. Categories that were expressed only once were ignored. Thus, a total of 6 categories were deemed worthy of evaluation. The codes in these 6 categories and are shown in the table below. According to this table, there are 3 definitions are standing out. Firstly, “Success; is to reach the goals you set” was the most repetitive code with a total of 13 times. In the definition, there are 3 different expressions in the sub-category and codes of the “Target” theme.

- Code 1 - Reaching the goals you set.
- Code 2 - Finishing what you start.
- Code 3 - To be rewarded materially and spiritually.

The second most repeated definition is “Success is being happy”. A significant part of the participants sees the concept of success as being equal to being happy. The codes of being happy and peaceful were repeated 12 times in the sub-fractions of the “Happiness” theme. Repeated 11 times, the third definition is “Success, self-discovery. The codes that make up this theme can be summarized as determining your own talent and strength, being yourself, having high awareness, being free and not being affected by external factors.

Table 4. Codes & Sub Categories / Themes

Theme	Codes / Sub Category	Repetition
To reach the aims	1-) Achieving the goals I have set 2-) To finish what he started 3-) Finding financial and moral rewards	13
Being happy	1-) Being happy and peaceful 2-) Doing what she loves with the people she loves 3-) Doing hobbies you love 4-) Being able to finance the things she loves	12
Discovering yourself	1-) Revealing Your Own Potential 2-) Discovering your talent 3-) Self-actualization 4-) Being yourself_Being free 5-) Not to be affected by external factors 6) To be able to take time for yourself 7) Being aware of what you do	11
Make happy	1-) To benefit someone 2-) To make someone happy 3-) To make its customers happy 4-) To touch the dreams of their children	7
To solve problems	1-) Being able to get up again after falling 2-) To be able to solve problems	4
Producing	1-) Producing	2

The table above shows which code is in which theme subcategory. Differently defined codes constitute the main themes with broader meaning.

In one-on-one interviews with 22 women entrepreneurs, analyzes were made by gathering the words they used in their definition of success under different themes

without disturbing the semantic integrity. We can examine these themes and the details of the codes as follows;

- To reach the aims;

There are three different codes under this theme. These are achieving the goals that have set by entrepreneur, to finish what started and achieving financial and moral rewards. These three codes characterize reaching the goal in general terms. For example, in order to receive material and spiritual rewards, a person must have determined the concept of reciprocity. In this way, she can analyze whether the expected response is received. This counterpart can be financial figures with mathematical value such as money, profit, number of customers, number of dealers, number of employees, etc. Sometimes, the determined response may be spiritual figures such as peace, enjoyment, satisfying customers. The most striking and most important point of this theme is that the target to be determined is determined by the entrepreneur himself. For example, Women Ent. O. used the following expression during the interview.

“According to me, Success is reaching the goals that I set myself. I would like to emphasize the "self-set" goals because most of the time people around us want to set your goals or success criteria instead of you. I am producing a herbal beverage and I am filling my bottles manually. In my opinion, my production and sales figures are in line with my targets and I feel myself a successful business woman. But many people around me say that if I buy very large filling tanks and fill the bottles automatically with these tanks, I will produce much faster and more and then if so, I will be successful, and they constantly pressure me to buy these filling tanks. I don't think those tanks are needed. Because my goal is not to produce and sell millions of bottles. As a result, entrepreneurs need to determine their own success criterias.”

- Being happy

In the interviews with 22 women entrepreneurs, the word happiness was repeated a lot. While discussing the concept of success, it was impossible not to talk about the concept of happiness. Because for many women entrepreneurs, if you're happy, you're successful. Because happiness is the main idea of life. If you're not

happy, it doesn't matter how much profit you make, how many customers you have, or how many people work for your company. If you are happy, all other matters are details, not important. For these reasons, the code to be happy was repeated 12 times in total. 4 definitions were determined as the sub-category of the theme of being happy;

- To be happy and peaceful
- To do what she loves with the people she loves
- To do hobbies what you love
- To be able to finance the things he loves

Women Ent. R said that;

“Success is happily making enough money to finance what I love and enjoy.”

As the definition of success, the phrase "to be happy" was repeated with 12 codes as in this sentence.

- Discovering yourself

In interviews with 22 women entrepreneurs about success, the theme with the highest number of subcategories was "discovering yourself". A total of 7 different codes created the "self-discovery" theme. These codes are as follows;

- Revealing Your Own Potential
- Discovering your talent
- Self-actualization
- Being yourself_Being free
- Not to be affected by external factors
- To be able to take time for your-self
- Being aware of what you do

Regarding this theme, the definition of success by 2 participants draws attention. One of them is Women Ent. A and the other is Women Ent. H. Women Ent. A has defined success as

“It's about unlocking your own potential. It's about discovering what you are gifted with and what you love.”

According to Women Ent. H;

“Success is being able to stay "yourself" without depending on the sounds and external factors.”

The two different definitions mentioned above refer to the same theme. Because discovering where you are happy and where you have talent will determine the decisions and choices you make in life. These choices will show you how successful you will be. You will be successful if you make choices that make you happy and that your talents and competencies are strong. In particular, external referrals can change many people's decisions and preferences. But no one can analyze us better than ourselves. Self-discovery and being yourself in this direction is one of the important milestone of success.

- *Make happy*

Unlike other themes, the definition of success in this theme was formed with codes that connect other people's happiness. There are four different codes in this theme such as;

- To benefit someone
- To make someone happy
- To make its customers happy
- To touch the dreams of their children

Women Ent. F said that;

“Success is making a positive contribution to people with what you do and the decisions you make. It is to make them happy.”

Participants have emphasized at this theme without any defined numerical expression. They made a definition of success on making the customers and 3rd parties happy in general. As a broad statement, they said that if I make others happy, I will be happy and so I will feel successful.

- *To solve problems*

Problem solving is one of the most critical milestones to success. Especially in the early stages of entrepreneurship, you constantly encounter problems and you are expected to solve these problems quickly and in the cheapest way. Problems may be related to production, sales or supply chain. You have to overcome problems in

order to move on. In this direction, according to some of the women entrepreneurs interviewed, success is being able to produce solutions against problems and continue to produce, sell and supply in a sustainable way. According to Women Ent. C.

“Success is knowing how to get up when you fall and being able to start over.”

- Producing

The definition of success means producing for some of Turkish entrepreneur women. Contrary to consumption, producing is always creating added value. Value-added production turns into a material and moral gain, and this makes the person feel successful. One of the participants used the following statement on the subject: Women Ent. S:

“It is to produce in all areas of life and to earn as you produce.”

CHAPTER 5: DISCUSSION OF FINDINGS & IMPLICATIONS

According to the results obtained after in-depth interviews with 22 women entrepreneurs who have established their own businesses in Turkey, 3 basic definitions stand out. The first of these three definitions is to achieve the goals set, the second is to feel happy, and the third is to discover oneself. These three concepts, reached by analyzing the prominent and most repetitive codes, shed light on the themes under which women entrepreneurs define the concept of success. These three themes are reaching the aims, being happy and discovering yourself. When the studies conducted in other countries on the same subject are examined, the definitions of success of women entrepreneurs who do their own business in Czechia, Poland, Ireland and Canada are made depending on financial and economic values such as the number of customers, profitability and international trade. Considering these parameters, there is no similarity between the definition of success of women entrepreneurs in Turkey and the definition of success of women entrepreneurs in Czechia, Poland, Ireland and Canada.

In fact, when less repetitive codes are taken into account, not just the first 3 themes, women entrepreneurs in Turkey do not see financial figures as an indicator of success in general. According to the women entrepreneurs interviewed in-depth, the fact that an entrepreneur or a company makes high profits or has many customers does not mean that they are successful. However, women who do their own business in Ireland and Canada highlighted 2 more themes, unlike Poland and Czechia. These two themes are customer satisfaction and employee satisfaction. These two concepts seem to be among the most repetitive codes of women entrepreneurs in Turkey in the 4th rank.

Customer Satisfaction and Employee satisfaction, which are among the codes gathered under the theme of making happy, are also prominent concepts in the definition of success for women entrepreneurs in New Zealand. The theme that women entrepreneurs in Germany, the United States of America and New Zealand put forward as their definition of success is work and family balance.

According to women entrepreneurs in Germany, the United States of America and New Zealand, those who do not give up their home, family and social life, but are able to deal with their work sufficiently and establish this balance are successful.

For women entrepreneurs in the United States and New Zealand, entrepreneurs who neglect their home and family in the rush of business are not considered successful, regardless of financial data. Women entrepreneurs in Turkey do not agree with women entrepreneurs in these countries about the inclusion of home and work balance in the definition of success. Because 22 women entrepreneurs in Turkey, who were interviewed one-on-one, did not define success, which means family and work balance.

In the research conducted on the definitions of success with women entrepreneurs in Japan, 3 themes draw attention such as network and strategic niche issues, business education and overcoming competition. Unlike Turkey and all other countries, women entrepreneurs in Japan draw the definition of success within the framework of business systematics, education, connections and networking. In this respect, similar definitions have not emerged between Japanese women entrepreneurs and women entrepreneurs in Turkey. There are significant similarities between the definitions of success of women entrepreneurs who have established their own businesses in Indonesia and Germany and those of women entrepreneurs in Turkey. In particular, themes such as reaching the determined goals, realizing oneself and making others happy are included in the definition of success of German, Indonesian and Turkish women entrepreneurs. The definition of success that women entrepreneurs in the United States and women entrepreneurs in Turkey meet at the same point is satisfying their need for self-fulfillment.

As a result of this research, we have understood that in terms of theory the definition of success of women entrepreneurs varies from country to country, culture to culture, and person to person. A similar assumption can be reached when the results in countries where similar studies were conducted before are examined. In the literature review section, it was stated in which countries a similar study was conducted. These countries were Japan, Ireland, New Zealand, Germany, Poland, Indonesia, Canada, the Czech Republic and the United States. Thus, after this research, Turkey was added to these countries. It is possible to reach the conclusion

that the definition of success is not universal when looking at the results of research in other countries and in Turkey. Success is a subjective concept. Everyone can define success differently. For this reason, success factors, which have dozens of examples above, may vary according to the definition of success, which is a subjective concept. For this reason, after this research that reveals the definition of success, studies that will deal with the issue of success factors should first evaluate the participant pool after classifying them according to their definition of success while designing their research. Otherwise, generalizations may lead to erroneous results.

Considering the outputs obtained as a result of this study, the first theme is important in terms of entrepreneurship approaches, since the expression of achieving the goals set in the first place of the definition of success for women entrepreneurs in Turkey. Particularly, the stakeholders in the entrepreneurship ecosystem can guide women entrepreneurs who want to achieve success to ensure that the targets are accurate, accessible and defined. In this direction, trainings and individual development models can be defined for women entrepreneurs on business plan and goal setting. This study, which we learned that goals are important on the way to success, gives clues about how women entrepreneurs who do not prioritize goals feel themselves unsuccessful in the short term. As it is known, defined goals should be SMART that is specific, measurable, Achievable, realistic and timely.

The second repeated definition of success is to be happy. Based on this definition, women entrepreneurs should analyze well what makes them happy and what makes them unhappy while making their business establishment plans. If women entrepreneurs in Turkey have business ideas on any subject and they want to implement this business idea, they should firstly consider carefully about whether they will be happy while doing this business. Because, according to the results of the research, the concepts of happiness and peace have come to the fore rather than financial figures. The definition of being happy and the definition of self-discovery are very interrelated. From this point of view, women entrepreneurs need to think about self-awareness and make their own SWOT analysis in order to feel successful. These analyzes will contribute to their reaching the right targets with the right methods.

As a result, the definitions of success that specified by this research give ideas about the shaping of women's entrepreneurship policies, the planning of trainings to be given to entrepreneurial candidates, the content of the training, and the support that entrepreneurs need.



CHAPTER 6 : CONCLUSION

In this study, what the concept of success means for women entrepreneurs who have established their own businesses in Turkey has been examined. Due to the pandemic conditions, semi-structured interviews were conducted online with female entrepreneurs who have established their own businesses in different cities of Turkey and in different sectors.

The qualitative research method was chosen from the research methods and phenomenology research design was used as the research design. In this research design, based on the experiences of the participants, in-depth interviews were conducted with the phenomena and they were asked what their definitions of success were. In previous studies, the factors that lead women entrepreneurs to success were examined and these factors were detailed.

The basic dynamics of this research were determined with the approach that the definition of success is a very different subject from the factors that lead to success. Research to learn the definition of success by women entrepreneurs has been previously conducted in Canada, Ireland, Germany, New Zealand, Poland, United States, Czechia, Indonesia, and Japan. However, a similar study has not been found before in Turkey. For this reason, it can be said that the study is completely original and unique.

As a result of the interviews with the participants, the themes that come to the fore are the achievement of the goals, being happy and self-discovery. This conclusion has been reached with the approach that the themes formed by the most repetitive codes express the definition of success. Women who have established their own business in Turkey have preferred to define the concept of success with more target and happiness-oriented moral parameters rather than numerical data such as financial values, number of customers, profitability, number of branches, and number of production. When the studies conducted in other countries are evaluated, we see that Turkish Women Entrepreneurs use expressions similar to the definitions of success of women entrepreneurs in Germany and Indonesia.

In addition, other expressions used by the interviewed women entrepreneurs as a definition of success were defined as making others happy, producing and finding solutions to problems.



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APPENDICES

Appendix – A Power Codes / Interview Time

The chief findings of the phenomenological study are presented as seen below;

Table 5. Power Codes / Definition of Success

Nick Name	Power Code Time	Success Definition
Woman Ent. A	11.37 - 11.42 12.13 - 12.17 12.21 - 12.24	“Discovering your own potential. What you are talented at is being able to reveal what you love. To be able to solve the problems encountered. To be solution oriented.”
Woman Ent. B	2.45 - 2.50	“It is to know God. It is to remember God. It is to remember God.”
Woman Ent. C	12.48 - 13.19	“It is to get up from where it fell by discovering its own potential and start again. It is self-actualization.”
Woman Ent. D	10.38 - 11.17	“Success is doing what I love , happily and peacefully with the people who I love. It's about helping others while doing this. It's about reaching my targets”
Woman Ent. E	07.59 - 08.01 09.05 - 09.10	“Success is having a pleasant job, a pleasant hobby, and good health.”
Woman Ent. F	12.14 - 12.39	“Success is making a positive contribution to people and making them happy with what you do and the decisions you make.”
Woman Ent. G	05.45 - 06.10	“Success is reaching your goal.”
Woman Ent. H	3.48 - 4.13	“Success is to be "yourself" without depending on the sounds coming from the environment and external factors.”
Woman Ent. I	15.11 - 15.49	“Success is being happy. Being rich or famous is not success. When I reach the small goals I set, I feel happy and successful. Successful people are who can get up from difficult situations, big falls, traumatic landings and reach their goals.”
Woman Ent. J	10.44 - 11.04	“Success is reaching your goals. It is not money or numbers. To create a workplace where I can go peacefully and happily and customers will be happy

		inside. Being able to take time for myself - even thinking about what you want is success.”
Woman Ent. K	06.20 - 06.48	“Success is the state of being satisfied with yourself and what you do, and being aware of this situation. Success is not numbers, money, etc.”
Woman Ent. L	09.51 - 10.00	“Success is being able to finish what I started the way I want, and at the end of this process, get what you think you deserve, both financially and morally.”
Woman Ent. M	7.16 – 7.42	“Success is exceeding the goals you set. It is to do something useful by touching the environment, nature and people. Being able to touch my children's dreams is success.”
Woman Ent. N	4.20 – 4.30	“Success is success by doing your job peacefully, freely and as you like and making people happy”.
Woman Ent. O	14.19 – 15.45	“Success is reaching the goals that you set for yourself and that are sufficient for you and being happy.”
Woman Ent. P	11.15 – 11.30	“Success is to do what you do fairly, correctly, honestly and properly and to receive material and moral rewards from it.”
Woman Ent. R	35.30 – 35.50	“Success is making time for my freedom while happily earning enough money to finance the things I love and enjoy.”
Woman Ent. S	12.37 – 13.23	“Success is to produce in all areas of life and to win as you produce.”
Woman Ent. T	10.00 – 10.10	“Success is reaching my target customer portfolio. In the medium term, it is to acquire all the works of at least 2-3 large holdings.”
Woman Ent. U	18.00 – 18.16	“Success is finding a solution to an existing problem and getting people to accept it.”
Woman Ent. V	8.08 – 8.17	“Success is defining the goals you set for yourself and reaching those goals.”
Woman Ent. Y	27.35 – 28.00	“Success is being happy and making happy while reaching the set goals. To produce continuously and to be in action.”

Appendix – B Ethical Committee Approval

SAYI : B.30.2.İEÜ.0.05.05-020-149

18.06.2021

KONU : Etik Kurul Kararı hk.

Sayın Prof. Dr. Mehmet Gencer,

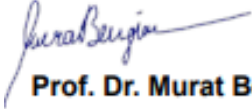
“Türkiye’de kadın girişimciler için “Başarı” kavramı nedir?” başlıklı projenizin etik uygunluğu konusundaki başvurunuz sonuçlanmıştır.

Etik Kurulumuz 18.06.2021 tarihinde sizin başvurunuzun da içinde bulunduğu bir gündemle toplanmış ve ve Etik Kurul üyeleri projeleri incelemiştir.

Sonuçta 18.06.2021 tarihinde **“Türkiye’de kadın girişimciler için “Başarı” kavramı nedir? ”** konulu projenizin etik açıdan uygun olduğuna oy birliği ile karar verilmiştir.

Gereği için bilgilerinize sunarım.

Saygılarımla,



Prof. Dr. Murat Bengisu

Etik Kurul Başkanı