

**ROLE OF GOVERNMENT SUPPORT AND INCUBATOR  
ORGANIZATION TO SUCCESS BEHAVIOUR OF WOMAN  
ENTREPRENEUR: INDONESIA WOMEN ENTREPRENEUR  
ASSOCIATION**

**Hendratmi A., Sukmaningrum P.S.\***

**Abstract:** The purpose of this research is to analyze relation between role of government support and incubator organization to success behaviour of woman entrepreneur with motivation moderation, as an empirical research in Indonesian Woman Entrepreneur Association (IWAPI). There are factors that are considered to increase success behaviour of woman entrepreneur, including government support and incubator organization. The role of government will deal with policy initiatives in providing infrastructure and financial access for woman entrepreneur. Incubator organization as mediator that nurturing designed to accelerate the growth and success of entrepreneurial companies through an array of business support resources and services Government supports and business incubator moderated by business motivation in order to reach success behavior. The result shows that Relating to the research conducted about the external factors which affect boosting motivation woman entrepreneur, the result is that there is a relation between incubator organization and entrepreneurial motivation, and entrepreneurial motivation to success behaviour which is linearly related each other. While government support to motivation and success behaviour, and also incubator organization support to success behaviour of woman entrepreneur do not affect one another. The finding pointed government support less effective and still lack of coverage and socialization.

**Key words:** woman entrepreneur, government support, incubator organization, success behaviour, business motivation

DOI: 10.17512/pjms.2018.17.1.09

*Article history:*

*Received* February 20, 2018; *Revised* April 11, 2018; *Accepted* April 28, 2018

### **Introduction**

The increasing number woman participation in business sector is a phenomenon that happens around the world (Still and Timms, 2000). Women's entrepreneurship has grown to become an important research domain, although still only ten percent of all entrepreneurship research looks at women entrepreneurs (Jennings and Brush, 2013). Woman entrepreneurship development is also a part of ongoing national efforts to alleviate poverty in developing countries in relation to the Millennium Development Goals (Nguyen et al., 2014).

---

\* **Achsania Hendratmi**, PhD SE., **Puji Sucia Sukmaningrum**, M.Si. SE., CIFP., Universitas Airlangga, Faculty of Economics and Business.

✉ Corresponding author: [achsania.hendratmi@feb.unair.ac.id](mailto:achsania.hendratmi@feb.unair.ac.id)

✉ [puji.sucia@feb.unair.ac.id](mailto:puji.sucia@feb.unair.ac.id)

Based on Indonesian Statistics Central Agency (BPS, 2017), number of women in Indonesia currently account for 49.96 percent of the population (242 million). While the data of Ministry of Cooperatives and SMEs in 2015 was registered that about 52 million SMEs does exist throughout Indonesia, 60% ventures was run by women. Tambunan (2017) stated in Indonesia, women entrepreneur are found mainly in micro and small enterprises (MSEs), while total number of women owning/managing medium and large enterprises (MLEs) in is relatively small. By economic sector mostly found in trade and services, managing/owning e.g. small shops, food stalls, beauty salons, boutique/fashions, and catering.

Lack of support from family, friends, government, financial institutions, and NGOs also deter their growth during initiation stage of entrepreneurial venture creation (Agarwal and Lenka, 2015). There are several problem faced by woman entrepreneur in Indonesia consist of: (1) less educated than their men counterpart, (2) lack of working capital and marketing difficulties, (3) the effectiveness of government programs to support SME development programs is low (Tambunan, 2009). Motivation is one of the important things according to the research conducted by Indonesia Ministry of Cooperative & Small and Middle Scale Businesses 2006 in a number of regions in Indonesia on women entrepreneurs. One of the factors that have caused the women to fail as business entrepreneurs were, they were less willing to take the risks and less professionals (Ismail, 2014). Several research has found that the need for achievement and self-actualization were among the important motivations for women in improving their business growth (Akehurst et al., 2012).

In the context of this research, there are two external factors which are assumed to be determinants of building and making a strong motivation to woman entrepreneur, which are government and incubator organization supports. First, Government's role is definitely crucial in the policy of development of entrepreneurial initiatives and strengthening the potential of woman entrepreneurs through various programs and incentives, such as providing infrastructure and giving financial access (Iakovleva and Solesvik, 2014), providing infrastructure (Anggadwita and Dhewanto, 2015). Second, considered to have a role is the incubator organization where woman entrepreneurs might be joined. Cooper (1981) in Das (2012) stated that incubator organization which is an organization, where the entrepreneurship can learn to manage business, and develop or improve business capability.. In order to build success behaviour, the element of external factor such as motivation is emphasized as an important element determining entrepreneurial success behaviour, because woman entrepreneurs have different motives and purposes (Mayo and Becherer, 1998). The factor that motivates women to do entrepreneurship is different from the factor that motivates men to do so (Kirkwood, 2009). Men in their entrepreneurship have motivation to become an entrepreneur, while women want to have a flexibility of keeping work balance and family or to help people (Yousuf Danish and Lawton Smith, 2012). The success behaviour in the context of woman entrepreneur is indicated in terms of personal

abilities which are the ability of hard work, and diligence, and success related to product delivery including ability to providing a good quality product, providing uniqueness of offerings, ability to handle business management also has a strong financial accessibility (Das, 2012). According to Modarresi et al. (2016) there are four determinants that can affect the performance of women entrepreneurs: (1) microcredit as financial capital, (2) entrepreneurial competence, (3) social capital, and (4) the entrepreneurial self-efficacy / efficiency increase.

Indonesia Women Entrepreneur Association (IWAPI) is a community of woman entrepreneur that has been 40 years. IWAPI has 30.000 members. IWAPI consisting of mainly 5 business sectors namely culinary, fashion, handicraft, services, and cosmetics. IWAPI as organization that provides a place for woman entrepreneur so that they can gather to improve capability and ability, and also ventures one another, that in turn improve economy in particular and national economy in general. Data found in IWAPI that is the number of UMKM in Indonesia 57 million UMKM, where almost 50% of them are micro business and 60% part of micro business is woman entrepreneur (IWAPI, 2017). The study found that membership in an association or network of businesswomen had a highly significant effect on profitability. Reliance on the immediate network or channel for information was more important to women business-owners than it was to men business owners (Chan and Foster, 2001). Based on the research's background above, the research questions are as follows:

- Affect government support to woman entrepreneur motivation of IWAPI
- Affect incubator organization support affect woman entrepreneur motivation of IWAPI,
- Affect motivation to success behaviour of IWAPI,
- Affect government support affect success behaviour of IWAPI,
- Affect incubator organization support affect success behaviour of IWAPI.

## **Literature Review**

### ***Woman Entrepreneur***

Women entrepreneurs are women who participated in the total activities of entrepreneurship, able to take risks, and able to identify opportunities in their environments to combine resources in a unique way so as to take advantage of the business they do. Women in entrepreneurial activity mostly are involved in the home business for the production of micro and small enterprises (MSEs), or formal and informal sectors (ILO, 1998).

### ***Government Support***

Role of government deals with policy initiatives, strengthening through various programs and incentives, such as providing infrastructure and access to finance women entrepreneurs. Micro and small enterprises in Indonesia possess a role

as a good starting point for the mobilization of women talent as entrepreneurs (Anggadwita and Dhewanto, 2015).

### ***Incubator Organization***

Business incubators defined as an infrastructure designed to accelerate the growth and success of entrepreneurial companies through an array of business support resources and services. Bergek and Norrman (2008) identifying four components that well define business incubators: (1) shared office space, (2) a pool of shared support services, (3) professional business support (training, mentoring and business coaching) and (4) network provision (financial institution, government and other stakeholder). According Aldrich and Yang (2012) new business ventures complicated challenges including the management of internal relations among external parties. Commission (2002) stated in order nurturing start-up firms or new venture business via business incubators. In particular attain economies of scale, accelerate learning curve, access to networks and experience increased legitimacy (Bruneel et al., 2012). Cooper (2001) suggested that one of the factors affecting entrepreneurship is the existence of incubator organization that is generally, the primary objective of an incubator is to help promoting venture creation and economic development by providing affordable workspace, shared facilities, counseling, training, information and access to professional networks, for selected entrepreneurial groups (Das, 2012).

### ***Motivation***

Motivation depends on ambition; the determination possessed can be a form of motive and value in starting a business. Agarwal and Lenka (2015) stated *Pull* factor are internally driven reasons include of inability to maintain work life balance, personal, interpersonal, and environmental factors can promote or impede growth of women entrepreneurs. In the context of entrepreneurship, growth motivation as a person's desire for business expansion which affects the person's choice for business expansion, his/her passion to continue and his/her level of efforts (Delmar and Wiklund, 2008). Hisrich and Brush at Okafor and Amalu, (2010) explained that there are two factors that motivate a woman entrepreneurship, first the driving factor of frustration, job dissatisfaction, divorce and boredom. Second is the pulling factor that is the factor of freedom, independence, education, and family security (Shahtalebi et al., 2011).

### ***Success Behavior***

According to Paige and Littrell (2002), the term "*success*" in woman entrepreneur context is defined by intrinsic criteria which includes freedom and independence, controlling a person's own future, and being one's own boss; and extrinsic outcomes such as increased financial returns, personal income, and wealth among others. Masuo et al. (2001) established that business success can be defined in terms of economic or financial measures that include return on assets, sales, profits,

employees and survival rates; and non-pecuniary measures, such as customer satisfaction, personal development and personal achievement. A handful of women entrepreneurs measure success as and when they can see that they are an economically valuable resource (Dhaliwal, 2000). Zimmerer et al. (2008) suggested the characteristics of a successful entrepreneur, namely: (1) proactive, being decisive in taking action, (2) performance-oriented and (3) having a strong commitment to others.

### **Methodology**

Research approach used to answer the problem statements above was quantitative approach. The analysis used is Path Analysis to analyze the relationship between variables of the model that have been formulated by the researcher on the basis of theoretical considerations. The population in this study is the Association of Indonesian Women Entrepreneurs (IWAPI), while the sample is part or representative of the population studied. The sample in this research is 150 members of IWAPI spread all over Indonesia. Questionnaire was used as the data collection techniques. Hypothesis Identification as follows:

*H1: There is influence of government's support on employers' motivation to IWAPI*

*H2: There is influence of incubator organizational support on women employers' motivation on IWAPI*

*H3: There is influence of entrepreneurship motivation on successful behaviors of women entrepreneurs on IWAPI*

*H4: There is influence of government's support on successful behaviors of women entrepreneurs on the IWAPI*

*H5: There is influence of support of the incubator organization towards successful women business behaviors on IWAPI*

### **Results Discussion**

The research which involves PLS (Partial Least Square) got the data results which are: (1) Outer Model Analysis, (2) Inner Model Analysis, and (3) Hypothesis Testing. Outer Model Analysis consists of Validity Test including Convergent Validity Test, Construct Validity Test, Discriminant Validity Test and Composite Reliability Test and Cronbachs Alpha. While Inner Model Analysis consists of Determination Coefficient Value (R Square) and Path Coefficient Value. Then, hypothesis testing was conducted by observing t value which is for t-table value with alpha 5% is 1.96. So, the criteria of determining hypothesis acceptance is  $t \text{ statistic} > t \text{ table}$ .

#### ***Outer Model***

Outer Model aims to identify the relation between latent variable and its indicators through validity test which consists of: (1) Convergent Validity Test, convergent validity value is a loading factor value of latent variable with its indicators.

Expected value  $> 0.7$ , but there is still a tolerance to 0.5. The test result showed that loading factors value was spread from the value of 0.524221 (DOI.14) to 0.892652 (DP.09). It can be seen that the AVE value is above 0.5 which represents the sufficient convergent validity; (2) Discriminant Validity Test, this value is a useful cross loading factor value to find out which construct that has sufficient discriminant which is by comparing loading value of addressed construct has to be greater than the loading value of other constructs; (3) Reliability test, this test consists of Composite Reliability and Cronbachs Alpha. Cronbach's Alpha can be used for reliability. This value reflects on the reliability of all indicators in model. The minimum value of 0.7 is ideally 0.8 or 0.9.

**Inner Model**

Inner Model analysis aims to make sure that a model built is robust and accurate. Inner model can be seen from Determination Coefficient test (R square) that the result of motivation variable of 0.259 is explained by construct of Government Support and Incubator Organization Support. While success behaviour of 0.272 by government support, incubator organization support, and motivation construct. According to Chin (1988) stated that R Square value  $< 0.33$  is categorized as a weak value which only 25.9% of motivation construct is explained by Government Support and Incubator Organization Support, while the remaining of 74.1% is explained by other constructs. Similarly, the successful Behaviour which is only 27.2% explained by Government Support Construct, Incubator Organization Support, and Motivation, while the remaining of 72.8% is explained by other variables. The test that is conducted in the next stage is path coefficient with the following results (Table 1).

**Table 1. T Statistics Test Value (Hypothesis Testing)  
Path Coefficients (Mean, STDEV, T-Values)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Government Support -> Motivation	0.089586	0.106064	0.078014	0.078014	1.148323
Incubator Organization Support -> Motivation	0.484833	0.491095	0.070604	0.070604	6.866898
Motivation -> Success Behaviour	0.431718	0.425422	0.085443	0.085443	5.052685
Government Support -> Succes Behaviour	0.067873	0.080925	0.078678	0.078678	0.862665
Incubator Organization Support -> Succes Behaviour	0.122361	0.134840	0.087946	0.087946	1.391317

Based on the table, beta coefficient should be within the range of -1.0-1.0. Referring to these criteria, the overall variable is considered to have a positive relationship. So if the influential exogenous constructs rise, the endogenous constructs will follow. Based on t statistics test value of Path Coefficients, it can be known that there are only two hypotheses are accepted and significant, which are Incubator Organization Support to Motivation (t statistic > t table; 6.866898 > 1.96) and Motivation to Success Behaviour (t statistic > t table; 5.052695 > 1.96). While Government Support Hypothesis to Motivation (1.148323), Government Support to Success Behaviour (0.862665), and Incubator Organization Support to Success Behaviour (1.391317) are not significant because t statistic value is below t table value. The results of the research are analyzed further then it could show the answers for the research problems:

- *H1 is The Relation of Government Support to Motivation*: Hypothesis is rejected and it has no effect. It is in accordance with the research of Anggadwita and Dhewanto (2015) show that government support has no direct influence on the perceived behavioral control. Based on this research, the government role is still lacking in enhancing women entrepreneurial intention. To enhance the intention of women entrepreneurs, the government must have an active role in facilitating women.
- *H2 is Incubator Organization Support to Motivation*: Hypothesis is accepted, incubator organization support has an effect on entrepreneurship motivation. It is in accordance with the result of the research of Hani et al. (2012). From the personal dimension, the discourse of women entrepreneurs reveals the importance given to training as a factor to support entrepreneurship, which recommends undertake specific training programs for women entrepreneurs related to its business without neglecting training in skills related to leadership and self-esteem, favoring the empowerment and self-confidence of entrepreneur.
- *H3 is Motivation to Success Behaviour*: Hypothesis is accepted which means there is a significant influence between motivation and success behaviour of woman entrepreneur. Generally, linear relation of motivation is directly proportional to one's successful behavior. The result support recent studies by Akehurst et al. (2012), Tlaiss (2015), Modarresi et al. (2016) that role of motivation for success and self-actualization in the performance and growth of businesses owned by women. The result also support study of Women's motivations toward entrepreneurship were strongly correlated with perceptions of success.
- *H4 is Government Support to Success Behaviour*: Hypothesis is rejected which represents that there is no an effect on both variables. This government support which does not affect success behaviour in hypothesis H4 is linear with hypothesis H1 regarding government support which does not affect woman entrepreneur motivation. The existence of such supports is considered to positively increase the productivity and profitability of women entrepreneur's

business. This research found that lack of information and access to government program. It is obvious that the implementation of all government programs need to be reviewed with the focus on improvement of dissemination process and the increase of geographical coverage. Unfortunately, usage of government support services is relative low.

- *H5 regarding Incubator Organization Support to Success Behaviour:* Hypothesis is not accepted or in other words, there is no effect between both of variables. In the second hypothesis (H2), it stated that incubator organization affects entrepreneurship motivation, while in this fifth hypothesis (H5), it stated that there is no relevance between incubator support and success behaviour of woman entrepreneur. In facts, there are misconception between Business Development Service (BDS) and Business Incubator, this research found that there are group or association assumes have conducted training and mentoring as function business incubator. In facts there are several formal and official business incubation both private and public owned that operate in Indonesia, but less accessible for woman entrepreneur.

### **Conclusion**

Relating to the research conducted about the external factors which affect boosting motivation woman entrepreneur, the result is that there is a relation between incubator organization and entrepreneurial motivation (H2), and entrepreneurial motivation to success behaviour (H3) which is linearly related each other. While government support to motivation and success behaviour, and also incubator organization support to success behaviour of woman entrepreneur do not affect one another. Based on the result, government program and policy is still lacking in enhancing women entrepreneurial business motivation, and government support should give more portions and focus on woman entrepreneur characteristics.

### **Study Limitation**

Limitation of this research only using external motivation: government support and business incubator support.

### **Implication**

Government should take more efforts to assist women entrepreneurs in their ventures. First, government or other concerned authorities are recommended not only to take initiatives in providing technical skills to women entrepreneurs through training, workshops and motivational courses. Moreover government should make policy dealing with incentives, easy access to government authorities and less bureaucratic hurdles are also helping them to achieve their targets successfully. Boarder scope focus at level Micro and Small enterprise (MSEs) rather than Medium and Large enterprises (MLEs). Second, Business Incubator that support to development woman entrepreneur should be consideration.



### ***Future Research***

In our view, these results pave the way to further research oriented to nonetheless, further research is needed to analysis the elements of environmentally driven motivational factors such as role of government, NGOs, Financial Institution, and culture. Socially driven motivational factors to business performance entrepreneurial success, which will enable a robust model/s to use for understanding and evaluating entrepreneurial success in empirical research.

### **References**

- Agarwal S., Lenka U., 2015, *Study on work-life balance of women entrepreneurs – review and research agenda*, "Industrial and Commercial Training", 47(7).
- Akehurst G., Simmaro E., Mas-Tur A., 2012, *Woman Entrepreneurship in small service firms: Motivation, barriers and performance*, "The Service Industries Journal", 23(15).
- Aldrich H.E., Yang T., 2012, *What did stinchcombe really mean? Designing research to test the liability of newness among new ventures*, "Entrepreneurship Research Journal", 2(3).
- Anggadwita G., Dhewanto W., 2015, *Women ' s entrepreneurial intentions in micro and small enterprises (MSEs) in Indonesia: The influence of environmental factors on perceived behavioral control*, Internaitonal Conference on Multidisciplinary Trends in Academic Research, 1.
- Bergek A., Norrman C., 2008, *Incubator best practice: A framework*, "Technovation", 28(1–2).
- BPS (2017) *Posisi Kredit Usaha Mikro, Kecil, dan Menengah (UMKM)*, [Available at: <https://www.bps.go.id/statictable/2015/09/30/1876/posisi-kredit-usaha-mikro-kecil-dan-menengah-umkm-1-pada-bank-umum-miliar-rupiah-2012-2016.html>].
- Bruneel J. et al., 2012, *The evolution of business incubators: Comparing demand and supply of business incubation services across different incubator generations*, "Technovation", 32(2).
- Brush C.G., de Bruin A., Welter F., 2009, *A gender-aware framework for women's entrepreneurship*, "International Journal of Gender and Entrepreneurship".
- Buttner H.E., Moore D.P., 1997, *Women's organizational exodus to entrepreneurship: Self-reported motivations and correlates with success*, "Journal of Small Business Management", 35(October).
- Chan S.-Y., Foster M.J., 2001, *Strategy formulation in small business: The Hong Kong experience*, "International Small Business Journal", 19(3).
- Commission European (2002), *Female entrepreneurs*, [Available at: <https://www.ec.europa.eu/growth/smes/promoting-entrepreneurships>].
- Das M., 2012, *Woman entrepreneur from India: Problems, motivation and success factors*, "Journal of Small Business & Entrepreneurship", 15(4).
- Delmar F., Wiklund J., 2008, *The effect of small business managers' growth motivation on firm growth: A longitudinal study*, "Entrepreneurship Theory and Practice", 32(3).
- Dhaliwal S., 2000, *Entrepreneurship-a learning process: the experience of Adian female entrepreneurs and women in business*, "Education and Training", 42(8).
- Galloway L., Brown W., Arenius P., 2002, *Gender-based differences in*, (May).
- Hani U. et al., 2012, *Patterns of Indonesian women entrepreneurship*, *Procedia Economics and Finance*. The Authors, 4(Icsmed).

- Iakovleva T., Solesvik M.Z., 2014, *Entrepreneurial intentions in post-Soviet economies*, "International Journal of Entrepreneurship and Small Business", 21(1).
- Idawati I., Mahmud A., Dirawan G.D., 2016, *Effectiveness of training model capacity building for entrepreneurship women based empowerment community*, "International Education Studies", 9(11).
- Idrus S., Pauzi N.M., Munir Z.A., 2014, *The effectiveness of training model for women entrepreneurship program*, "Procedia - Social and Behavioral Sciences. Elsevier B.V.", 129.
- Ismail V.Y., 2014, *The comparison of entrepreneurial competency in woman micro-, small- and medium-scale entrepreneurs*, "Procedia - Social and Behavioral Sciences. Elsevier B.V.", 115.
- IWAPI (2017) *IWAPI goes digital*, [Available at: <http://iwapi.id/menkpp-ukm-apresiasi-program-iwapi-goes-digital>].
- Jennings J.E., Brush C.G., 2013, *Research on women entrepreneurs: Challenges to (and from) the broader entrepreneurship literature?*, "The Academy of Management Annals", 7(1).
- Kirkwood J., 2009, *Motivational factors in a push-pull theory of entrepreneurship*, "Gender in Management: An International Journal", 24(5).
- Masuo D. et al., 2001, *Factors associated with business and family success: A comparison of single manager and dual manager family business households*, "Journal of Family and Economics Value Issues", 22(1).
- Mayo D.T., Becherer R.C., 1998, *Mayo Woman Career & entre .pdf*, "Journal of Business & Entrepreneurship", 10(2).
- McGowan P. et al., 2012, *Female entrepreneurship and the management of business and domestic roles: Motivations, expectations and realities*, "Entrepreneurship and Regional Development", 24(1–2).
- Modarresi M. et al., 2016, *Women's entrepreneurship in Iran: How are women owning and managing home-based businesses motivated to grow?*, "International Journal of Gender and Entrepreneurship", 8(4).
- Mowen J.C., Minor M., 2002, *Consumer Behavior*, (5<sup>th</sup> ed.), New York: Prentice-Hall.
- Nguyen C., Frederick H., Nguyen H., 2014, *Female entrepreneurship in rural Vietnam: An exploratory study*, "International Journal of Gender and Entrepreneurship", 6(1).
- Okafor C., Amalu R., 2010, *Entrepreneurial motivations as determinants of women entrepreneurship challenges*, "Economic Sciences Series", LXII(2).
- Paige R.C., Littrell M.A., 2002, *Craft Retailers' criteria for success and associated business strategies*, "Journal of Small Business Management", 40(4).
- Shahtalebi S., Yarmohammadian M.H., Sima A., 2011, *Women's success factors from leadership in higher education*, "Procedia - Social and Behavioral Sciences. Elsevier B.V.", 15.
- Still L.V., Timms W., 2000, *Women's business: The flexible alternative workstyle for women*, "Women in Management Review", 15.
- Tambunan T., 2009, *Women entrepreneurship in Asian developing countries: Their development and main constraints*, "Journal of Development and Agricultural Economics", 1(2).
- Tambunan T.T.H., 2017, *Women entrepreneurs in MSEs in Indonesia: Their motivations and main constraints*, "Jwee", 1(1–2).
- Tlaiss H., 2015, *Neither-nor: Career success of women in an arab middle eastern context*,

"Employee Relations", 37(5).

Yousuf Danish A., Lawton Smith H., 2012, *Female entrepreneurship in Saudi Arabia: Opportunities and challenges*, "International Journal of Gender and Entrepreneurship", 4(3).

Zimmerer T.W., Scarborough N.M., Wilson D., 2008, *Essential of entrepreneurship and small business management*, (5<sup>th</sup> ed.), Pearson.

### WPLYW WSPARCIA RZĄDOWEGO I INKUBATORA ORGANIZACJI NA SUKCES KOBIET PRZEDSIĘBIORCÓW: STOWARZYSZENIE KOBIET PRZEDSIĘBIORCÓW W INDONEZJI

**Streszczenie:** Celem niniejszego badania jest analiza związku między rolą wsparcia rządowego i inkubatora organizacji, a zachowaniami kobiet sukcesu. Badania przeprowadzono w Indonezyjskim Stowarzyszeniu Kobiet Przedsiębiorców (IWAPI). Istnieją czynniki, które są uważane za czynniki zwiększające sukces kobiet-przedsiębiorców, w tym wsparcie rządowe i inkubator organizacji. Rolą rządu jest podejmowanie działań związanych z inicjatywami w zakresie zapewniania infrastruktury i dostępu finansowego dla kobiet przedsiębiorców. Rezultat przeprowadzonego badania pokazuje, że istnieje związek między inkubatorem organizacji a motywacją przedsiębiorczą oraz motywacją do zachowań przedsiębiorczych, które są liniowo ze sobą powiązane. Podczas gdy rządowe wsparcie motywacji i zachowania związane z osiągnięciem sukcesu, a także inkubator organizacji, wspierają zachowania związane z osiągnięciem sukcesu u kobiet przedsiębiorców, nie wpływają one na siebie nawzajem. Wnioski z przeprowadzonego badania wykazały, że wsparcie rządu jest mniej efektywne, ma ograniczony zasięg i nie wpływa na socjalizację.

**Słowa kluczowe:** kobieta przedsiębiorca, wsparcie rządowe, inkubator organizacji, zachowanie związane z osiągnięciem sukcesu, motywacja biznesowa

### 政府支持和培养机构在女性企业家成功行为中的作用：印度尼西亚妇女企业家协会

**摘要：**本研究旨在分析印度尼西亚女企业家协会（IWAPI）的一项实证研究，即政府支持与孵化器组织的作用与动机缓和的女企业家成功行为之间的关系。有些因素会增加女性企业家的成功行为，包括政府支持和孵化器组织。政府的角色将处理为女企业家提供基础设施和金融服务的政策举措。孵化器组织作为培育者，旨在通过一系列业务支持资源和服务加速创业公司的发展和成功。政府支持和企业孵化器通过业务动机调节以达成成功行为。结果表明，关于影响促进女性企业家激励动机的外部因素的研究结果表明，孵化器组织与创业动机之间存在着相关关系，而成功行为的企业家动机呈线性相关关系。虽然政府对动机和成功行为的支持，以及孵化器组织对女企业家成功的支持并不互相影响。这一发现指出政府支持效果较差，仍然缺乏覆盖和社会化。

**关键词：**女企业家，政府支持，孵化器组织，成功行为，商业动机。