


# Factors Contributing to the Success of Women Entrepreneurs Benefiting from Microfinance Programs in Algeria

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## Abstract

This study explores the factors contributing to the success of women entrepreneurs in Algeria who have benefited from microfinance programs. It also examines the obstacles these entrepreneurs face. The primary aim of this research is to identify the key elements influencing the success of women who have participated in microcredit schemes. A qualitative methodology is employed, guided by the Lussier model of success, with a sample of nine women entrepreneurs from the Dar El Beida District in Algiers Province. The study investigates the factors behind their entrepreneurial success. The findings highlight several critical success factors, including financial support, family backing, management skills, partnerships, communication, networking, education, and prior experience. These factors are shown to have a significant impact on the success of women entrepreneurs in Algeria. The results further support the applicability of the Lussier model of success both locally and globally. In addition, the study provides valuable insights for policymakers, offering recommendations for developing programs that foster women's entrepreneurship. This research contributes to the existing literature by shedding light on why some women entrepreneurs succeed after benefiting from microfinance programs.

**Keywords:** *Microfinance Institutions, Successful Women Entrepreneurs, Women's Entrepreneurship, Algeria, Lussier Model of Success, Entrepreneurial Success Factors.*

## 1. Introduction

Algeria's economic landscape has historically been shaped by a socialist model, which prioritized a large public sector dominated by the state as the primary decision-maker. Oil revenues provided a semblance of economic stability, but this was disrupted in 1986 by a significant drop in oil prices, which thrust the country into a severe economic crisis. This crisis was marked by rising public sector deficits, a surge in unemployment, and a noticeable decline in the standard of living for much of Algerian society. As a result, Algeria began to shift its economic policies toward more liberal, market-oriented approaches. During this time, the government introduced reforms aimed at promoting entrepreneurship, including laws that facilitated business creation, and the public sector sought to bolster its position by supporting investment and fostering the emergence of a new entrepreneurial class capable of generating wealth and employment. The economic boom of the 2000s provided the necessary resources to further strengthen the public sector, while simultaneously supporting the creation of microenterprises, including those led by women.

## ARTICLE INFO

### Research paper

Received: 02 August 2024

Accepted: 30 October 2024

Published: 07 November 2024

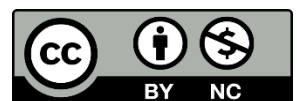
DOI: 10.58970/IJSB.2489

## CITATION

Amel, B., & Hesham, A. (2024). Factors Contributing to the Success of Women Entrepreneurs Benefiting from Microfinance Programs in Algeria, *International Journal of Science and Business*, 42(1), 138-158.

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Efforts were made to adapt laws and implement support schemes aimed at empowering unemployed women and encouraging them to engage in entrepreneurship. However, despite these efforts, the uptake among women in creating microenterprises remained limited. This situation is indicative of a broader challenge: although female entrepreneurship in Algeria is recognized as a potential source of untapped economic growth (OECD, 2001), women still face significant barriers to entrepreneurial activity, such as socio-cultural constraints, lack of financial access, and limited institutional support.

Recent studies from countries with similar socio-economic contexts, including Thapa and Chowdhary (2022), Farooq et al. (2024), and Khan et al. (2020), highlight the transformative role of microfinance programs in fostering women's economic and social empowerment. These studies consistently show that access to microfinance helps increase business turnover, investment, and savings, while also improving women's social autonomy, family relations, and health. In Algeria, despite the broader push for entrepreneurship, female entrepreneurs continue to encounter significant socio-cultural and financial barriers. According to Salamzadeh, Radović-Marković, and Ghiat (2023), women in Algeria are often hindered by traditional gender roles, financial exclusion, and societal norms that limit their access to resources and opportunities. Additionally, the findings from Ghiat (2019) and Bentouir et al. (2023) underline that the socio-cultural environment and local cultural practices greatly influence the psychological characteristics and managerial practices of female entrepreneurs in Algeria, often creating a challenging environment for women to thrive as entrepreneurs. Despite these obstacles, there has been a recent uptick in female entrepreneurship in Algeria, particularly in sectors like services, crafts, and tourism, where women's entrepreneurial activities have shown promise (Djrebi, Benkhdidja, & Boukhdena, 2022). The role of women entrepreneurs in driving the tourism industry and broader economic development in Algeria is increasingly recognized. However, more targeted efforts are needed to alleviate bureaucratic and financial constraints and to create an environment where women's entrepreneurial potential can be fully realized.

### **1.1 Background to the Study**

Despite global efforts to foster entrepreneurship, statistics indicate stagnation in the number of women entrepreneurs in recent years. Although the overall number of entrepreneurs has increased in the past decade, the period from 2010 to 2016 saw a significant decline in the rate of female entrepreneurship. After experiencing a slight increase in the early 2000s, the female entrepreneurship rate has been on a declining trend, stabilizing around 13%, and further dipping to 10.1% in 2016. In 2006, one in five entrepreneurs was a woman; today, that figure has decreased to one in eight. This decline suggests that women face unique, or more pronounced, barriers in entrepreneurship, which may push them toward salaried employment or other business ventures with less risk. Research highlights several factors that may explain these challenges. For instance, socio-cultural constraints, lack of access to financial capital, and gender biases have been identified as major obstacles hindering women's entrepreneurial success (Ghiat, 2019; Salamzadeh et al., 2023). In many contexts, women are confronted with family responsibilities and societal expectations that can limit their business potential (Mkini Lugalla et al., 2024). These issues have significant implications for the entrepreneurship landscape, with women often finding it more difficult to scale their businesses or break into sectors that require higher capital investments. Understanding the factors contributing to this stagnation is crucial, especially when considering that the failure rate for new ventures is relatively high. Despite significant advancements in entrepreneurship studies, predicting the success or failure of a new venture remains a complex challenge (Olaison and Sørensen, 2014). In the case of women entrepreneurs, additional hurdles—such as limited access to resources and networks—further complicate this prediction. It is essential to explore the underlying reasons behind these business challenges to develop strategies that support and empower women entrepreneurs, thereby improving their success-to-failure ratio. The growing body of literature suggests that women's entrepreneurial strategies and success can be influenced by various factors, including access to

capital, social networks, education, and family support (Hendratmi et al., 2022; Mkini Lugalla et al., 2024). As such, understanding how these factors interact and contribute to women's entrepreneurial journeys is crucial in devising interventions to foster a more equitable entrepreneurial ecosystem. This study seeks to address these gaps, with a particular focus on the challenges faced by women entrepreneurs in both developed and developing regions, and to explore potential solutions to support their ventures in overcoming these obstacles.

## **1.2 Women's entrepreneurship**

Women's entrepreneurship is increasingly recognized as a vital source of economic growth and sustainable development, often regarded as an underutilized asset in many economies (OECD, 2001). Despite the numerous challenges women face, such as limited access to resources, gender-based discrimination, and socio-cultural constraints, women entrepreneurs have been able to leverage their entrepreneurial ventures to contribute significantly to the economy. According to Sattar (2016), a woman entrepreneur is defined as an individual who creates and manages a business venture, assuming financial, administrative, and social responsibilities, with the ultimate aim of generating profit by providing goods or services to the market. Recent studies emphasize the multifaceted nature of women's entrepreneurship, underscoring that entrepreneurial success among women is often intertwined with various forms of capital and the ability to navigate uncertain environments. For example, Hendratmi et al. (2022) highlighted that women entrepreneurs in Indonesia developed survival strategies during the COVID-19 pandemic through an integrative model of sustainable livelihoods, which incorporates five key elements: human capital, social capital, financial capital, physical capital, and intellectual capital. These assets not only helped them to overcome business challenges but also facilitated their ability to adapt to the volatility, uncertainty, complexity, and ambiguity (VUCA) environment. This model underscores the importance of building a strong foundation of diverse capital assets, which positively influences women's capacity to form successful business strategies and ensure the sustainability of their ventures. Similarly, Mkini Lugalla et al. (2024) explored the role of women entrepreneurs in Tanzania's tourism sector and found that women's entrepreneurship is deeply linked to their socio-economic background, social capital, and economic capital. The study revealed that women entrepreneurs with access to capital—whether financial or social—are better positioned to set and achieve ambitious goals, which, in turn, drive the growth and development of their businesses. Furthermore, the study highlighted that strengthening the economic capital and support systems available to women entrepreneurs could significantly contribute to their success, encouraging broader societal and economic benefits. Ginting-Carlström and Chliova (2023) examined women entrepreneurs in the context of moderate Islam, particularly focusing on those from lower socio-economic backgrounds. Their research illustrates how women entrepreneurs in such contexts justify their entrepreneurial activities through a "virtue discourse," which allows them to navigate the tensions between societal expectations and entrepreneurial aspirations. This study adds another layer to the understanding of women's entrepreneurship by exploring how women in patriarchal settings leverage cultural and social discourses to justify their entrepreneurial actions, suggesting that entrepreneurship can also be a form of resistance and empowerment within restrictive socio-cultural frameworks. These studies demonstrate that women's entrepreneurship is not only a key driver of economic growth but also a dynamic and complex phenomenon influenced by various factors such as access to capital, education, social networks, and socio-cultural contexts. Empowering women entrepreneurs involves addressing these multiple dimensions to create an environment conducive to their success.

### **1.2.1 The definition of women' entrepreneurship in Algeria**

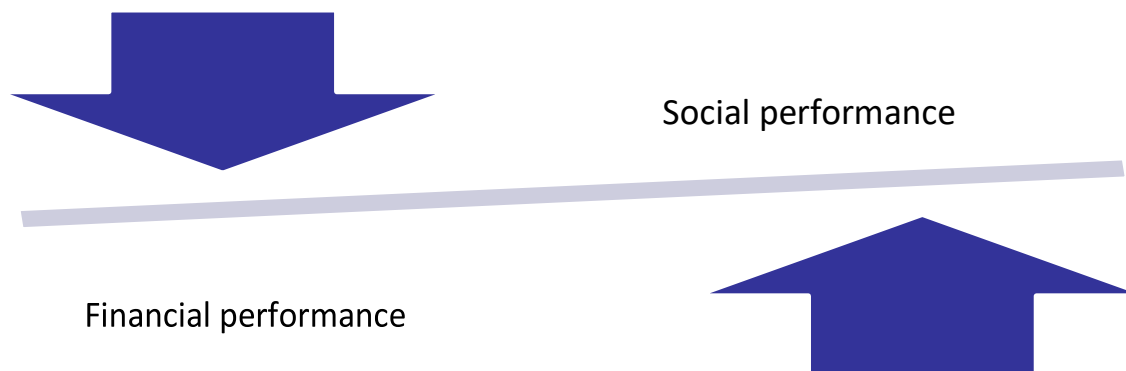
In Algeria, women's entrepreneurship is recognized as a key driver of economic development, despite several constraints faced by female entrepreneurs. Over the years, the government has implemented a series of programs and policies designed to support the establishment of

economic enterprises, particularly those initiated by women. However, the response to these initiatives remains limited, with many women expressing dissatisfaction with the support structures available (Santhosh, 2015). This is evident in the low rate of women's participation in the entrepreneurial ecosystem, where the percentage of women entrepreneurs does not exceed 10% (Santhosh, 2015). The focus of most microfinance programs in Algeria is on women with varying educational backgrounds. A significant proportion of these women (16.79%) have no formal education, while the average education level stands at 49.78%. Only a small minority of beneficiaries (4.37%) possess an academic degree, raising questions about the management capabilities and the overall objectives of these microenterprises (Salamzadeh, Radović-Marković, & Ghiat, 2023). This situation reveals a gap between the support systems in place and the realities faced by women entrepreneurs, particularly in terms of access to education, training, and relevant resources. Despite these challenges, Algerian women have made significant strides in various sectors, benefiting from programs aimed at empowering them economically. Algerian women are now increasingly participating in sectors such as administration, education, military, industry, health, and trade, balancing professional success with family responsibilities (Nadia Ghaoual, 2017). This participation is facilitated by the gradual recognition of women as active members of society, which has led to shifts in both societal attitudes and legal frameworks that aim to ensure greater gender equality. However, as noted by Ghiat (2019), cultural and socio-economic barriers continue to impact women's entrepreneurial ventures in Algeria. The traditional, patriarchal societal structure and the influence of Islamic cultural norms create significant challenges for women entrepreneurs, often limiting their opportunities and access to resources. These socio-cultural constraints are compounded by economic factors such as limited access to capital, especially for women without substantial social networks or financial backing (Ghiat, 2017; Salamzadeh et al., 2023). Moreover, the psychological characteristics of women entrepreneurs, including resilience and a strong sense of initiative, are often shaped by the socio-cultural environment and play a pivotal role in overcoming these barriers (Ghiat, 2017). Despite these constraints, women entrepreneurs in Algeria are increasingly adopting innovative managerial practices to navigate their environment. This shift has been particularly noticeable in areas such as tourism, services, crafts, and free professions, which align better with women's roles and interests in the country (Djrebi, Benkhdidja, & Boukhdena, 2022). The findings of Djrebi et al. (2022) highlight that women's entrepreneurship, particularly in these sectors, could be a lever for the growth of Algeria's tourism industry, which remains underdeveloped. The Algerian government's efforts to update laws and policies to ensure gender equality in entrepreneurship are also notable. These reforms, aimed at recognizing women as full-fledged citizens with equal rights to men, have contributed to an evolving socio-economic landscape that is gradually accommodating female entrepreneurship. Such reforms are essential to facilitate women's increasing participation in the workforce, particularly in areas traditionally dominated by men (Salamzadeh et al., 2023). In conclusion, while women's entrepreneurship in Algeria is constrained by socio-cultural and economic challenges, it remains an important area of growth and development. Empowering women entrepreneurs through increased access to education, capital, and networking opportunities could significantly enhance their role in Algeria's economic transformation.

### **1.2.2 The micro finance system**

Since the beginning of the 1990s, microfinance programs have specifically targeted women without income or property. These individuals are often unable to provide bank guarantees and are therefore generally "forgotten" by financial institutions and banks. Access to financial services and the development of microenterprises are major pillars of sustainable development, alongside democracy, education, and infrastructure. Microcredit allows poor women to start small income-generating activities through microenterprises. The loan repaid from the company's revenues. Most studies indicate that merely providing women with financial services can reinforce existing social norms; it is the integrated approach that truly empowers women (Adams and Mayoux, 2001; Rankin, 2002). Expanding restricted job opportunities for poor women and encouraging

skill accumulation through non-financial services, alongside microcredit schemes, does the most to empower women (Armendal, Aghion, and Morduch, 2005).



**Figure 1:** The Dual Purpose of Microfinance Objective (To achieve and maintain a balance between financial viability and social impact. Source: [www.planetfinance.org](http://www.planetfinance.org))

This figure illustrates the effectiveness of financial support on social performance a policy adopted by many countries around the world, which includes various supporting mechanisms. Experience shows that microfinance can help the poor increase their incomes, create viable enterprises, and thus emerge from poverty. It can also serve as a powerful tool for empowerment by enabling the poor, especially women, to become agents of economic change. By providing access to diversified financial services that are both tailored and affordable, microfinance plays an important role in combating many dimensions of poverty.

### 1.2.3 The Micro finance system in Algeria

Algeria has implemented various mechanisms to support the growth of small and medium-sized enterprises (SMEs), reflecting a strategic approach to fostering entrepreneurship and economic development. One of the key initiatives was the establishment of a Ministry for Small Enterprises and Traditional Industries, which was later restructured into the Ministry of Industry, Small and Medium-Sized Enterprises, and Investment Promotion. This ministry plays a central role in guiding and supporting the development of SMEs, with a particular focus on creating a favorable investment climate. In addition to this, several government agencies were created to provide targeted assistance and incentives to SMEs, particularly those led by young people and women. One such mechanism is the National Agency for the Support of Youth Employment (ANSEJ), founded in 1997 under Executive Decree No. 96-296. This agency offers financial support for young entrepreneurs, particularly those aged 19-40, providing investment funding of up to 10 million DA for certified project holders. The program has seen increasing participation from women, with the number of female beneficiaries rising from 25,803 in 2012 to 35,639 in 2015, according to ANSEJ data. Another important agency is the National Investment Development Agency (ANDI), established in 2001 through Legislative Order No. 01-03. ANDI offers a range of fiscal incentives for investment, with particular provisions for projects exceeding US \$135,000. The agency manages several institutions that provide tax incentives and leasing financing to encourage local investment, helping SMEs thrive and maintain ownership within the country. The National Unemployment Insurance Fund (CNAC), founded in 1994, serves as a protective mechanism for individuals at risk of losing their jobs due to economic factors. It offers assistance to workers displaced by structural changes in the economy, providing support to re-enter the workforce or establish small businesses. Alongside this, the National Agency for Microfinance (ANGEM), created in 2004, focuses on combating poverty and promoting self-employment. Specifically aimed at women and young people, ANGEM provides microfinance for income-generating activities, supporting home-based businesses and artisanship, and empowering

marginalized groups to become economically independent. In addition to these programs, the FGAR PME Fund, established by Executive Decree No. 02-373 in 2002, facilitates the access of SMEs to medium-term loans by providing guarantees to banks. This guarantee fund aims to ease the financial burden on SMEs, particularly those that lack sufficient collateral to secure traditional bank loans, thus promoting entrepreneurship and investment in the SME sector. Through these initiatives, Algeria is working to create a more dynamic and inclusive entrepreneurial ecosystem, empowering individuals, especially women and youth, to contribute to the country's economic development. Moreover, the Algerian government has made significant efforts to improve the livelihoods of marginalized women through its microfinance program. While some women have found success with this initiative, others have faced challenges that have hindered their progress. This study aims to explore the reasons behind the varying levels of success among women who have benefited from the microfinance program.

By investigating these factors, the research seeks to provide insights into how the program can be more effective in supporting women entrepreneurs. The significance of this study lies in its potential to uncover the conditions that contribute to the success of women entrepreneurs who have participated in the microfinance program. Understanding these factors is essential for informing policymakers and improving the program's service delivery. Although there have been some studies on the impact of microfinance on women, few have specifically examined the success of women in the Dar El Beida district of Algiers Province. Therefore, this study fills a gap in the literature by providing a focused analysis of women entrepreneurs in this particular region. The main objective of this study is to identify the factors that contribute to the success of women who have benefited from microfinance. The study will offer valuable data that can guide policymakers in enhancing the effectiveness of the microfinance program. By pinpointing key success factors, the research will also contribute to the development of sustainable economic growth in the target demographic. Moreover, this study will examine not only individual success stories but also broader trends and challenges faced by women entrepreneurs, ultimately providing concrete recommendations for improving program implementation and support mechanisms. The main research question of this study is: why are some women who have benefited from microfinance programs successful? To address this central question, two sub-questions guide the investigation: RQ1: What challenges do women entrepreneurs face after receiving financial and non-financial support from the microfinance program? RQ2: What do women entrepreneurs need from the microfinance program for their projects to succeed? By examining these aspects, the study aims to identify the key factors that influence the success or failure of women entrepreneurs within the context of microfinance.

## **2. Literature review**

Women entrepreneurs contribute significantly to economic development and social change, with their roles and challenges varying across different regions. Factors such as socio-cultural context, access to resources, and entrepreneurial motivations play a central role in shaping their businesses. The literature on women entrepreneurship reveals multiple dimensions, from livelihood strategies to the impact of microfinance on business growth and empowerment. Research by Hendratmi et al. (2022) emphasizes the survival strategies employed by women entrepreneurs during the COVID-19 pandemic in Indonesia. By focusing on the Sustainable Livelihoods framework, the study identifies five key assets—human, social, financial, physical, and intellectual capital—that influence women's ability to navigate uncertainty and sustain their businesses. The findings suggest that these assets are strongly linked to business resilience and strategy formulation. The study also introduces an integrative model for women entrepreneurs, combining the livelihood strategy framework with the concept of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), providing a useful approach for managing business challenges during periods of crisis. In Tanzania, Mkini Lugalla et al. (2024) explore the socio-economic drivers of women entrepreneurs in the tourism sector. Their study identifies that women's access to various forms of capital—particularly social and economic—affects their

entrepreneurial goals and business growth. The findings indicate that strengthening these capitals through professional organizations and government policies can enhance the impact of women in tourism, thereby contributing more significantly to the national economy. Cultural factors significantly influence women entrepreneurs, especially in conservative societies. Ginting-Carlström and Chliova (2023) examine how women in moderate Islamic contexts, such as in Indonesia, justify their entrepreneurial activities. The authors highlight the role of “virtuous repertoires” that allow women to reconcile their entrepreneurial aspirations with cultural and religious expectations. This discourse serves as a mechanism for women to navigate societal constraints while pursuing economic independence. This study contributes to a broader understanding of how women entrepreneurs use cultural narratives to legitimize their actions and sustain their businesses. Similarly, in Algeria, socio-cultural constraints significantly affect women entrepreneurs. Salamzadeh et al. (2023) discuss how Islamic and Berber traditions in Algeria influence women’s entrepreneurial activities. Despite facing numerous challenges, including gender discrimination, women in Algeria have adopted innovative managerial practices to overcome cultural and social barriers. Ghat (2019) further elaborates on the impact of local culture on the managerial competence of women entrepreneurs in Algeria, noting that socio-cultural constraints often shape their business strategies and decision-making processes. Microfinance has emerged as a key tool for empowering women entrepreneurs, especially in developing countries. Thapa and Chowdhary (2022) explore the role of microfinance in Nepal, finding that microfinance services have a positive impact on women’s economic and social empowerment. Women who participate in microfinance programs experience increases in business turnover, savings, and social mobility. This, in turn, enhances their ability to make decisions and improve their family’s well-being. Similarly, in Pakistan, several studies examine the impact of microfinance on women entrepreneurs’ success and poverty alleviation. Farooq et al. (2024) highlight that access to microfinance helps women in low-income areas to improve their entrepreneurial ambitions and reduce poverty levels. However, the study by Khan et al. (2020) suggests that while microfinance increases income and consumption for many women, it does not always reach the most impoverished, limiting its effectiveness in alleviating extreme poverty. The research calls for more targeted programs to reach the poorest women and address issues such as the commercialization of microfinance. However, microfinance is not always perceived positively by the poorest women. Ukanwa et al. (2018) explore the experiences of rural women in Nigeria, revealing that they often view microfinance loans as a source of anxiety due to the pressures of repayment. This study points out that for women living in extreme poverty, the risks associated with microcredit may outweigh its potential benefits, suggesting that microfinance institutions need to adapt their practices to be more supportive and less intimidating. The literature underscores the diverse factors that shape the experiences and outcomes of women entrepreneurs across different regions. From the role of cultural context and socio-economic capital to the potential and limitations of microfinance, the studies highlight the complexity of fostering women’s entrepreneurship. While access to financial resources and a supportive environment are critical to women’s entrepreneurial success, overcoming cultural and societal barriers remains a significant challenge. Continued research and policy interventions are essential to enhancing the sustainability and growth of women entrepreneurs worldwide.

## **2.1 Theoretical Framework Discussion**

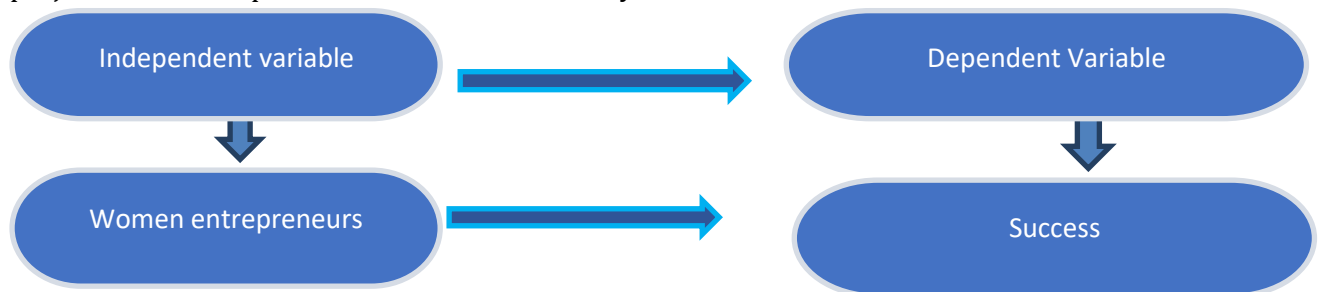
A variety of theoretical perspectives have been employed in past research to examine women’s entrepreneurship and success. One notable theory is Shane’s (2003) Entrepreneurship Theory, which suggests that an entrepreneur’s capacity to identify and capitalize on opportunities differs among individuals, often influenced by their attitudes toward risk-taking. According to this framework, individuals who are risk-averse are less likely to seize entrepreneurial opportunities (Shane, 2003). However, this theory may not adequately apply to the context of this study, given the social and cultural values that shape the environment of the women entrepreneurs under investigation, which diverge from Shane’s assumptions. In this study, the Lussier Model (1995) is selected as the theoretical framework based on a comprehensive literature review, offering a



more contextually relevant understanding of why some women who benefit from microfinance succeed while others fail. The Lussier Model, which has been widely discussed and validated in several publications (Lussier & Pfeffer, 2000; Lussier, 1995, 1996A, 1996B; Lussier & Korman, 1996), is considered a robust and comprehensive framework for analyzing small business success. It is also seen as a more applicable, non-financial model for research on entrepreneurship (Dennis Werald, 2001). This framework allows for a nuanced exploration of factors such as managerial competencies, risk attitudes, and social networks, which have been identified as key to the success of women entrepreneurs. Prior studies have explored these elements in various regional contexts. For instance, Hendratmi et al. (2022) found that women entrepreneurs in Indonesia rely on a sustainable livelihood strategy involving human, social, financial, physical, and intellectual capital to navigate the challenges posed by volatile economic conditions. This integrative model, based on volatility, uncertainty, complexity, and ambiguity (VUCA), highlights the significance of women’s strategic adaptability in the face of uncertainty. Similarly, research by Mkini Lugalla et al. (2024) in Tanzania underscores the importance of both social and economic capital in driving women entrepreneurs’ success in the tourism industry. The study emphasizes the relationship between women’s socio-economic background, goal setting, and business growth, indicating that strengthening their capital resources can enhance entrepreneurial outcomes. Moreover, microfinance has been a crucial tool in empowering women entrepreneurs, as evidenced in studies by Thapa and Chowdhary (2022) and Farooq et al. (2024), who found that microfinance positively impacts women’s economic and social empowerment in Nepal and Pakistan, respectively. These studies demonstrate that access to financial resources through microfinance facilitates increased business turnover, asset ownership, and improved social relations. However, challenges remain, as microfinance may not reach the most disadvantaged women in certain contexts, as shown in studies by Ukanwa et al. (2018) and Khan et al. (2020), who highlight how the poorest women may perceive microcredit as a risk rather than an opportunity, impacting their ability to repay loans. Additionally, studies on women entrepreneurs in Algeria (Ghiat, 2019; Salamzadeh et al., 2023) emphasize the cultural and socio-economic constraints women face in Arab societies. These factors shape women’s entrepreneurial practices and may require innovative approaches to overcome barriers such as gender roles and access to networks. The Lussier Model’s focus on managerial competencies and environmental factors aligns with these findings, providing a comprehensive framework for understanding how women entrepreneurs navigate their socio-cultural contexts to achieve business success. By integrating these insights, the Lussier Model offers a well-rounded framework that accounts for the complex interplay of personal, social, and financial factors in explaining the success and failure of women entrepreneurs, particularly in microfinance contexts.

**2.1.1 The theory of Success versus Failure (Lussier Model, 1995)**

The focus of this study is to understand why some women entrepreneurs succeed in their projects. The conceptual framework for this study illustrated below.



**Figure 2: Conceptual Framework**

Why do some businesses succeed while others end up bankrupt? There is considerable discrepancy in the literature regarding the variables that lead to success, such as staffing, education level, training, management skills, family support, and experience. The model can predict relative performance, allowing entrepreneurs to enhance their chances of success. By



using this model, entrepreneurs can gain a better understanding of the resources needed to increase their likelihood of success. The Lussier (1995) model selected for this study for several reasons. It is one of the most comprehensive models, having examined the efficacy of 15 variables identified from 20 prior studies. The model incorporates five key variables identified in the literature review. While previous researchers have concluded that success factors vary across different countries, this model has proven significant in three distinct regions of the world.

### **2.1.2 The application of the success theory on women entrepreneurship**

This theory is highly relevant to the study, as it provides a deeper understanding of why some women entrepreneurs who benefited from microfinance institutions are successful. It offers a comprehensive explanation of successful women and entrepreneurship, which helps us address the research questions of this study. Specifically, it examines the factors that contribute to the success of women entrepreneurs who have received support from microfinance institutions, as well as the challenges they face after obtaining loans. Thus, the theory of Success vs. Failure employed to enhance our understanding of the successful women benefiting from these institutions.

## **2.2 The success of women entrepreneurs**

The success of women entrepreneurs has become increasingly recognized as a crucial factor in driving economic and social development. Women's potential for innovation, creativity, and strategic thinking contributes significantly to growth, especially when supported by an enabling environment, whether social, administrative, or financial. Although women have made steady progress in many countries, they continue to seek a more substantial role in the national economy. Their integration into the labor market is essential for improving their financial well-being and enhancing their contributions to economic projects. This integration can be achieved by strengthening their professional competencies, which will empower them to achieve greater success in entrepreneurship. There are several compelling reasons why the enhancement of women's performance in microfinance services is critical. One of the primary reasons is that women are disproportionately represented among the world's poorest populations. The United Nations Development Programme's 1995 Human Development Report indicated that 70 percent of the 1.3 billion people living on less than \$1 per day are women. Moreover, the World Bank's gender statistics database reveals that women face higher unemployment rates in almost every country. Women are also typically found in the lower-paid, unorganized informal sector, which makes them more vulnerable to economic instability. Once women fall into poverty, their options for escaping it are often limited, reinforcing the importance of targeted financial support for women's empowerment (Sylvia Chant, 1997). Another significant reason to prioritize the support of women in entrepreneurship is their tendency to spend a larger portion of their income on their families. Studies have consistently shown that women are more likely to allocate their profits to household and family needs, meaning that supporting women entrepreneurs has a direct positive impact on the welfare of entire families. This multiplier effect amplifies the overall impact of microfinance services, enhancing not only the well-being of individual women but also the broader community (Sussex: IDS, 1995). In terms of efficiency and sustainability, there is a collective understanding that women tend to have higher repayment rates than men, which significantly boosts the efficiency of financial institutions. Lower arrears and loan loss rates enhance the overall sustainability of these institutions. Furthermore, many microfinance programs have found that women are generally more cooperative, making them preferred clients. However, some critics argue that institutions prioritizing women may focus too heavily on social goals, potentially compromising financial performance (Mike Mends, 2000). From a women's rights perspective, access to financial resources is a fundamental human right. Credit access serves as a critical mechanism for reducing women's poverty and enabling economic independence. This issue is central to various international human rights instruments, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Beijing Platform for Action (BPFA), both of which specifically address the importance of

ensuring women's access to financial resources. Ensuring equal access to financial services not only supports women's empowerment but also contributes to broader social and economic equity.

### **2.2.1 Factors that influence the success of women entrepreneurship**

Women entrepreneurs encounter a variety of socioeconomic challenges that have historically hindered their ability to engage fully in entrepreneurial activities. These obstacles have prompted considerable research into the factors influencing the success of female entrepreneurship. Among the key factors identified are access to business inputs, education and training, experience and managerial skills, access to information and communication, and family support. One of the most widely researched factors affecting the success of women-owned businesses is their ability to access financing. While much of the existing literature has focused on financial capital, less attention has been given to other forms of external financing that could support women entrepreneurs (Brush, Carter, Gatewood, Greene, & Hart, 2001; Mason & Harrison, 2005). Understanding how women access different types of business resources is crucial for addressing barriers to entrepreneurship and fostering greater success. Education plays a pivotal role in enabling women to generate innovative ideas and transform them into successful businesses. However, constraints such as limited time and resources often make it difficult for women entrepreneurs to stay abreast of technological advancements and market trends. Providing access to professional training and skill development programs can significantly enhance women's ability to launch and sustain their businesses. There is a clear relationship between entrepreneurial education and the success of women's ventures, emphasizing the importance of equipping women with the necessary skills to thrive in the business world (Kent, 1990). Experience and managerial skills are vital for the success of women entrepreneurs. Through education and practical experience, women can improve the speed and predictability of their business operations. Developing strong work habits, making thoughtful decisions, and fostering creativity are all essential components of advancing an entrepreneurial career and achieving business goals (Mazlina Mustapha, 2016). Women entrepreneurs often face difficulties in accessing critical information, which can hinder both the creation and sustainability of their businesses. A lack of access to reliable data, an inadequate understanding of administrative systems, and challenges in obtaining relevant market information all pose significant barriers. However, the quality of internal and external communication, as well as the networks and connections available to entrepreneurs, can greatly influence their potential for success. Enhancing access to information and improving communication channels are key to empowering women entrepreneurs and helping them navigate the complexities of business management. Family support is another crucial factor influencing the success of women entrepreneurs. Family members, particularly parents, can play a vital role in establishing the desirability and credibility of entrepreneurial pursuits. Research has shown that individuals with entrepreneurial role models in their families are more likely to succeed in their own business ventures (Scherer, Brodzinski, & Wiebe, 1989). Many successful women entrepreneurs cite one parent, often their father, as particularly influential in their entrepreneurial journey (Henning & Jardim, 1978). Married women entrepreneurs, however, often face additional challenges. Balancing work with family responsibilities can be particularly difficult, limiting the time available for business growth and expansion (Zhouqiaoqin, Xie, Zhang, & Kumah, 2013). Nevertheless, when women receive support from their families, society, government, and financial institutions, they are more likely to succeed and achieve greater marketability and profitability in their ventures (Purohit, Godshalk, & Beutell, 1996). Women entrepreneurship is particularly important for the economic and social development of a country. Women-owned businesses contribute significantly to employment and play a major role in supporting working people. These businesses create various job opportunities that are well suited for women, such as computer-related work and sewing.

## **3. Methodology**

The main objective of the research was to investigate the success of women entrepreneurs who benefited from microfinance loans in the Dar el Beida district of Algiers, the capital city of Algeria. This chapter provides a breakdown of the qualitative methodological approach used in the study to address the research questions. It comprises the study design, study population, sampling procedure, data collection methods, data analysis, research ethics, and limitations and challenges.

### 3.2 Research design

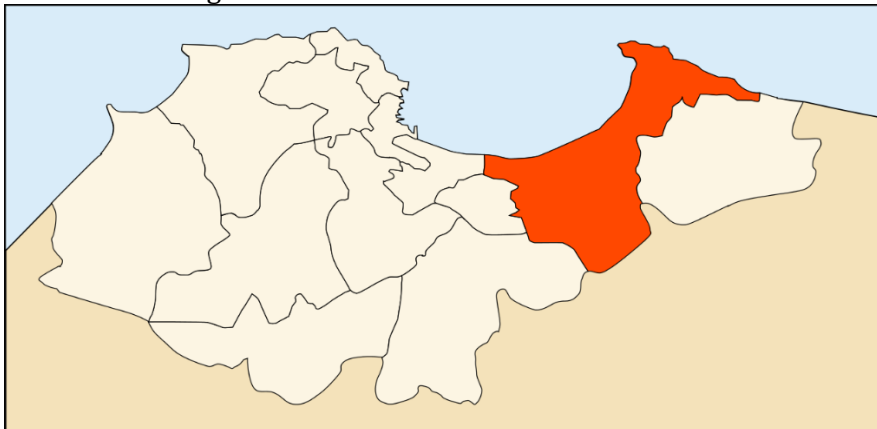
The most suitable method for addressing the research questions of this study was qualitative research, which emphasizes the subject itself. This qualitative design enabled me to answer the research questions with a deep understanding and thorough explanations. Maxwell (2004) highlighted that qualitative research is often better at demonstrating how certain phenomena occur and can provide insights into human behaviour, emotions, and personality traits that quantitative studies cannot match.

### 3.3 Study Area



Source (www.en.wikipedia.org )

**Map 1:** Map of Algiers Province in Algeria This map highlights Algiers Province in Algeria. In 2011, the population of the city was approximately 3,500,000. Algiers situated on the Mediterranean Sea, in the north central of Algeria.



Source (www.en.wikipedia.org )

**Map2:** Dar El Beida District in Algiers Province

This map of Algiers Province highlights the Dar El Beida District, which was the focus of the study. It is in the northeastern part of the province at a latitude of  $36^{\circ} 42' 48''$  ( $36.7133^{\circ}$ ) north and a longitude of  $3^{\circ} 12' 45''$  ( $3.2125^{\circ}$ ) east, with an elevation of 17 meters (56 feet) above sea level. Dar El Beida has a population of 37,300 and covers an area of 3,200 hectares, making it the largest district in Algiers Province. The study targeted women entrepreneurs who have benefited from

the microfinance system in the past three years and continue to run their businesses. All participants reside in the Dar El Beida District during the survey period. The researcher recognized the existence of other forms of women entrepreneurship in the area that did not receive any support (financial or non-financial), but the focus of this study was specifically on the success factors for women entrepreneurs who benefited from the microfinance system.

### **3.4 Sampling**

#### **3.4.1 Sample Size**

The sample consisted of nine participants. Of these, six participated in a focus group discussion, while three took part in in-depth interviews. All nine women entrepreneurs selected through purposive sampling within a single district in the Algiers Province, capital city of Algeria. The interviews conducted over a two-day period, combining both focus group discussions and individual interviews. This division allowed for a deeper understanding of the factors that could lead women entrepreneurs to success in their professional lives. The individual interviews enabled respondents to narrate their life stories before, during, and after the process of obtaining microfinance. The focus group facilitated an open discussion among women who had recently benefited from the microfinance system, providing an opportunity for them to share their experiences and perspectives. This interaction allowed the researcher to examine the success factors for women entrepreneurs supported by microfinance institutions (MFIs). However, available time and resources posed challenges for the researcher in gathering comprehensive information and facilitating the data collection process. Some participants were unable to leave their workplaces due to their work schedules.

#### **3.4.2 Purposive Sampling**

The six respondents for the focus group selected using a purposive sampling technique. The researcher chose participants based on specific characteristics relevant to the study, ensuring that the sample met the research's specific needs. According to Michael Quinn Patton and Michael Cochran (2002), purposive sampling allows researchers to select participants likely to generate useful data for the project, ensuring that the sample is credible and encompasses the main groups of interest.

#### **3.4.3 Snowball Sampling**

The three selected respondents for the in-depth interviews identified using the snowball sampling method. This approach facilitated the identification of women entrepreneurs who had recently benefited from the microfinance system, as referrals made by the National Agency for Microfinance and the National Office of Women Entrepreneurship. These institutions-maintained records of the names and addresses of women entrepreneurs who had received microfinance support. This sampling method proved to be very helpful, as it minimized the time required to locate respondents.

### **3.5 Data Collection**

Data collected through in-depth interviews, focus group discussions, and content analysis. This data collection approach based on Yin's (2003) assertion that using a combination of various sources of evidence within a study on a similar issue compensates for the limitations of each method with the strengths of another, thereby reducing the probability of misinterpretation of research results. The questions designed in the local vernacular, as not all women entrepreneurs could understand English. The researcher translated the interview guide from the local language into English, and the information solicited from the participants later translated back into English.

#### **3.5.1 In-depth Interviews**

Ritchie and Lewis (2003) highlighted that in-depth or unstructured interviews are one of the primary methods of data collection in qualitative research. This format allows the researcher explore all the factors underlying participants' responses, including their reasons, feelings,

opinions, and beliefs. Such insights provide the explanatory evidence that is essential in qualitative research.

### List of respondents for in-depth Interviews

**Table 1:** The targeted respondents for the in-depth interviews

| RESPONDENT   | NUMBER    |
|--------------|-----------|
| CHE Z        | 07        |
| KHA C        | 08        |
| LAA M        | 09        |
| <b>TOTAL</b> | <b>03</b> |

### 3.5.2 Focus Group Discussions

Helen Finch and Jane Lewis (2003) defined the context of focus groups as creating a process that is significantly different from in-depth interviews. Data generated in focus groups comes from the interactions among participants. Each participant shares their own views and experiences while also listening to others, reflecting on what said, and reconsidering their own perspectives considering the group discussion. The researcher conducted a focus group discussion with six women entrepreneurs who had recently benefited from the microfinance system. This method of data collection helped answer the research questions, as the women were eager to share their views and feelings based on their experiences with supporting mechanisms. Focus group discussions involve interviewing a group of people with the specific aim of gathering diverse perspectives from those knowledgeable about the research questions (Stewart, 2002). The discussions encouraged participants to share their entrepreneurial journeys, including the challenges they faced and the goals they achieved. One advantage of this method is that an idea expressed by one individual could be further elaborated and clarified by another respondent, allowing for a wealth of information gathered in a short time. With the participants' permission, the recording of the discussion using a voice recorder to ensure that no valuable information would be overlooked during analysis.

### List of targeted Participant for Focus Group Discussions

**Table 2:** The participants of the Focus Group Discussions

| NAME         | PARTICIPANT |
|--------------|-------------|
| DJA R        | 01          |
| GUE S        | 02          |
| KEM C        | 03          |
| TAM N        | 04          |
| MAL L        | 05          |
| ZOU A        | 06          |
| <b>TOTAL</b> | <b>06</b>   |

### 3.6 Data Analysis Methods

Data was analyzed in a descriptive manner using narrative data analysis to retrieve information on the factors that lead to the success of women entrepreneurs who benefited from microfinance. The researcher identified the main themes that emerged from the responses of different informants. Transcription was used to analyze data from the in-depth interviews and the focus group discussion, converting recorded conversations into written text.

### 3.7 Ethical Considerations

As a starting point for this study, the researcher sought a letter of authorization from China Women's University to conduct research, confirming that the researcher is a student engaged in academic work. Subsequently, the researcher obtained permission to conduct academic research in the Dar El Beida District from the National Agency for the Management of Microcredit, as well as from the Ministry of Solidarity, Family, and Women's Welfare of the Algerian government. Informed consent was obtained from the respondents after clearly explaining the objectives of the study. Informants were not compelled to answer every question, as participation was

voluntary, and they could withdraw from the process at any time if they felt uncomfortable. The information provided by participants was kept confidential, and their responses were presented anonymously. In interviewing women, the researcher ensured that their identities, as well as any voice recordings and videos, were protected at all costs, in accordance with Algerian customs.

#### **4. Results and Discussion**

##### **4.1 Demographic Characteristics**

The study population consisted of nine respondents in total. Three women entrepreneurs shared their life stories, detailing their success after benefiting from microfinance institutions (MFIs). The focus group discussion included six women entrepreneurs who had recently established their businesses, all of whom reside in the Dar El Beida district of Algiers Province, Algeria.

**Table 03: Age Indicator**

| Age                | Number of Women | Percentage  |
|--------------------|-----------------|-------------|
| Less than 25 years | 0               | 0%          |
| 25 - 29 years      | 4               | 44%         |
| 30 - 34 years      | 0               | 0%          |
| 35 - 39 years      | 2               | 22%         |
| 40 - 44 years      | 1               | 11%         |
| 45 - 49 years      | 2               | 22%         |
| 50 - 54 years      | 0               | 0%          |
| Above 55 years     | 0               | 0%          |
| <b>TOTAL</b>       | <b>9</b>        | <b>100%</b> |

**Table 04: Marital Status**

| Marital Status | n        | Percentage  |
|----------------|----------|-------------|
| Single         | 3        | 33%         |
| Married        | 6        | 67%         |
| Divorced       | 0        | 0%          |
| Widower        | 0        | 0%          |
| <b>TOTAL</b>   | <b>9</b> | <b>100%</b> |

**Table 05: Educational Indicator**

| Level of Education                              | n        | Percentage  |
|---|----------|-------------|
| Illiteracy                                      | 0        | 0%          |
| Can read and write but without formal education | 0        | 0%          |
| Primary level                                   | 0        | 0%          |
| Meddle level                                    | 0        | 0%          |
| Secondary level                                 | 3        | 33%         |
| Bachelor degree                                 | 3        | 33%         |
| Postgraduate level                              | 3        | 33%         |
| <b>TOTAL</b>                                    | <b>9</b> | <b>100%</b> |

**Table 06: Years of Business Experience**

| Years of Experience   | n        | Percentage  |
|-----------------------|----------|-------------|
| Less than 2 Y         | 3        | 33%         |
| Less than 10 Y        | 4        | 44.5%       |
| Between 10 Y and 20 Y | 2        | 22.5%       |
| More than 20 Y        | 0        | 0%          |
| <b>TOTAL</b>          | <b>9</b> | <b>100%</b> |

##### **4.2 Presentation of Findings**

###### **4.2.1 Case one: Self-Confident**

The researcher interviewed one respondent, Che Z, aged 29. She graduated from the Medical University of Tlemcen in Algeria and studied dentistry in France. After returning to Algeria, she

was encouraged by her uncle, who had been a dentist for 25 years. In her interview, the respondent emphasized that self-determination and motivation are key factors that enable women entrepreneurs who benefit from microfinance to achieve success.

#### **4.2.1.1 The summary of the interview:**

Based on Che Z's narrative, family support plays a crucial role in the performance of women in entrepreneurship. She noted that evaluating the company and maintaining a balanced financial sheet are also important for the success of women entrepreneurs. Additionally, the respondent emphasized that self-determination and motivation are key drivers that enable women to pursue entrepreneurship.

#### **4.2.2 Case Two: Ambitious**

From her responses, the researcher revealed that the repayment of loans and the creation of new job opportunities measure success. When asked about the challenges faced by women entrepreneurs after receiving support from microfinance, she provided valuable insights.

##### **4.2.2.1 The summary of the interview:**

The family support was one of the success keys as well as the financial support, management skills and business plans, based on the respondent narrative story that was the factors, which led her to achieve the success. It had some challenges like good customers but with persistence she managed to face these challenges and find solutions for any problem she had during the establishment of the project and after that, therefore today she is a successful entrepreneur.

#### **4.2.3 Case three: Responsible**

The researcher interviewed Kha C, a 46-year-old manager and owner of a beauty center for 16 years at the time of the interview. She emphasized that women entrepreneurs prioritize family and social stability over professional careers. Entrepreneurship allows them to spend more time with their families compared to working as employees. Kha C also highlighted that non-financial support is as crucial as financial support for women entrepreneurs to succeed in their projects.

##### **4.2.3.1 The summary of the interview:**

She mentioned that family responsibilities play a significant role in her entrepreneurial journey. Additionally, microcredit is available in the form of savings bank accounts, which help develop administrative skills related to cash loans.

#### **4.3 Discussion of Findings**

The responses from these two informants reveal that financial support is essential for women entering entrepreneurial careers. During the focus group, the researcher asked, "What do women entrepreneurs need from MFIs for their projects to succeed?"

The entrepreneurs indicated that there are several key needs for successful women entrepreneurship. The most important is access to capital resources, while communication and social support are also vital for the success of their businesses.

#### **4.4 Discussion of results:**

From the discussion of the results and the respondents' responses in this study, the researcher concluded that access to capital resources significantly increases the chances of success for small businesses. If small businesses have adequate capital and maintain proper financial records and control, they are positioned to thrive. However, women entrepreneurs often feel inhibited due to a lack of resources, including capital, business premises, and limited access to essential management and funding resources.



The research results indicate that the success of women entrepreneurs who benefited from microfinance institutions influenced by various factors. The key elements described in this study include financial support, family support (with marriage playing a significant role in facilitating access to entrepreneurship), management skills, education and experience, as well as networking and partnerships. It is noted that most of the women entrepreneurs interviewed expressed a need for support from both society and the government to achieve success.

### **Discussion**

The success of women entrepreneurs who benefit from microfinance institutions is influenced by a variety of factors, ranging from access to financial resources to the presence of supportive networks. This section aims to answer the research questions by exploring the needs of women entrepreneurs, the challenges they face after obtaining microfinance support, and the reasons why some women entrepreneurs succeed while others struggle. By examining these aspects, this chapter provides insights into the role of microfinance institutions in empowering women and fostering their entrepreneurial success. The answers to these questions not only address the specific needs of women entrepreneurs but also highlight areas where improvements can be made to enhance the effectiveness of microfinance support programs.

#### **What do women entrepreneurs need from microfinance institutions to succeed?**

To foster a higher success rate among women entrepreneurs and to encourage more women to engage in entrepreneurship, it is crucial to create an entrepreneurial culture that addresses the current unemployment crisis. Microfinance institutions (MFIs) can play a significant role in this by not only providing financial support but also by nurturing a supportive environment that encourages women to pursue their business ambitions.

#### **RQ1: What challenges do women entrepreneurs face after obtaining support from microfinance institutions?**

A key challenge faced by women entrepreneurs is the lack of collaboration between different supporting institutions. While microfinance institutions offer financial aid, women are often required to provide guarantees for loan repayment, which can be a significant barrier. Additionally, merely providing financial resources is not enough; women entrepreneurs must also address various other critical success factors, such as acquiring management skills, market access, and building a solid customer base. These challenges highlight the need for a more integrated approach to supporting women entrepreneurs beyond just capital infusion.

#### **RQ2: Why are some women who benefited from microfinance institutions successful?**

The study's findings suggest that the success of women entrepreneurs who benefit from microfinance institutions is largely due to the availability of supportive mechanisms. These mechanisms, such as training, mentorship, and advisory services, enable women to invest in their ideas and promote creativity and innovation. Such support not only helps women navigate challenges but also plays a critical role in developing their businesses and ensuring long-term success.

### **5.1 Conclusions**

This study aimed to explore the success factors for women entrepreneurs who have benefited from microfinance support in the Dar El Beida district of Algiers, Algeria. Through a qualitative research design, including in-depth interviews and focus group discussions, the study identified key elements that contribute to the success of these women entrepreneurs. The findings reveal that financial support from microfinance institutions (MFIs) plays a crucial role, but it is not sufficient on its own. Success also hinges on factors such as family support, self-determination, entrepreneurial skills, education, and social networks. The study found that while access to capital is critical for women entrepreneurs, it must be complemented by other forms of support, including training in business management and marketing, as well as guidance in financial planning. Additionally, the research highlighted the importance of non-financial support from MFIs, such as mentorship and community engagement, which can enhance the confidence and

decision-making abilities of women entrepreneurs. However, the study also revealed significant challenges. Many women face barriers such as limited access to capital, the need to provide guarantees for loans, and a lack of collaboration between different institutions supporting microfinance initiatives. Furthermore, the study identified that despite the potential benefits of microfinance, some women entrepreneurs still struggle to maintain and expand their businesses due to these ongoing challenges. Overall, this research demonstrates that while microfinance institutions provide essential support for women entrepreneurs, a more holistic approach—one that combines financial resources with non-financial services like training, mentoring, and networking—is needed to ensure long-term success. Additionally, fostering an entrepreneurial culture and addressing institutional challenges can create an environment that is more conducive to the growth of women-led businesses in Algeria and similar contexts. In conclusion, the success of women entrepreneurs who benefit from microfinance support depends not only on access to financial capital but also on an ecosystem that provides comprehensive support. Policymakers, microfinance institutions, and the broader community must collaborate to create a more enabling environment that addresses the multifaceted needs of women entrepreneurs, allowing them to fully realize their potential and contribute to economic growth.

## **5.2 Study Limitations and Challenges**

This research study had several limitations that should be considered when interpreting the findings. Firstly, the study focused exclusively on identifying the factors contributing to the success of women entrepreneurs who have benefited from microfinance, without examining the factors leading to business failure. As such, this study does not provide a full picture of the challenges faced by women entrepreneurs, nor does it consider the reasons why some businesses may not succeed despite receiving microfinance support. Secondly, the scope of the study was limited to a single urban area, the Dar El Beida district in Algiers Province. This geographic limitation means that the findings may not be applicable to women entrepreneurs in other regions of Algeria or in different countries. As the experiences of women entrepreneurs can vary greatly depending on the local context, the results of this study should be disseminated with caution. Thirdly, the sample size of the study was small, with only nine women entrepreneurs participating. While this sample size allowed for in-depth insights, it may not fully represent the diverse experiences of all women entrepreneurs benefiting from microfinance in the region. Future research should aim to include a larger sample from multiple locations to offer a more comprehensive understanding of the factors contributing to the success of women entrepreneurs in microfinance contexts. The research also faced several challenges, which impacted the data collection process. Firstly, measuring the success of small businesses is not a straightforward task, particularly in a context where social and cultural factors significantly influence what constitutes success for women entrepreneurs. In Algeria, gender roles and family expectations often shape how success is perceived, making it difficult to establish a universal definition of success across all respondents. Secondly, the researcher encountered difficulties in coordinating interviews with participants due to their busy work schedules. Many women entrepreneurs were unable to take time away from their businesses to participate in the study, which may have limited the diversity of perspectives. As a result, the sample might not have fully captured the wide range of experiences faced by women entrepreneurs benefiting from microfinance. Despite these limitations and challenges, the study provides valuable insights into the factors contributing to the success of women entrepreneurs in Dar El Beida. However, further research that addresses these challenges will enhance our understanding of the broader dynamics of women entrepreneurship in microfinance.

## **5.3 Recommendations**

The main objective of this study is to understand the success factors of women entrepreneurs who have benefited from microfinance institutions, with the aim of informing national and local policies. The following recommendations are proposed to promote women's entrepreneurship and improve the service delivery of microfinance institutions. Additionally, the Ministry of

Finance should establish stronger connections between formal funding channels, including microfinance banks and other financial institutions, to strengthen collateral requirements and reduce documentation burdens. This will make it easier for women entrepreneurs to access financial resources. Moreover, the Ministry of the Interior and Local Authorities should prioritize the effective inclusion of women in decision-making positions, ensuring that women's voices are represented and heard in key governance areas. Furthermore, the Ministry of Investment and Small Businesses should focus on continuous monitoring and evaluation of programs and policies aimed at promoting women's entrepreneurship. Adopting a Management Committee system within the institutions under this Ministry could help ensure the long-term sustainability and effectiveness of these initiatives. The Ministry of Labour, Employment, and Social Security should place greater emphasis on recognizing and supporting women's economic contributions, particularly in self-employment and industrial enterprises, through targeted policies and initiatives. Moreover, the Ministry of Solidarity, Family, and Women's Affairs must focus on innovating programs that enhance the entrepreneurial environment for women in the country. This includes establishing stronger connections between all relevant institutions, which would reduce the challenges women entrepreneurs face and minimize delays in their operations. Additionally, the Ministry of Communications and Information Technology can play a key role in improving access to media and information for women entrepreneurs, which in turn provides valuable networking opportunities, brand marketing, and connections to industry experts and decision-makers. The Ministry of Education and Professional Training should ensure that girls receive an education, working to eradicate women's illiteracy, and provide ongoing training opportunities for women entrepreneurs, especially in enhancing their managerial skills. Investing in women's education is critical to fostering a strong entrepreneurial spirit and ensuring future success. Moreover, Non-Governmental Organizations (NGOs) can help strengthen skills, foster connections, and empower women entrepreneurs to start, develop, and sustain their businesses in a competitive environment. This approach will not only benefit the economy but will also contribute to the growth of the entrepreneurial ecosystem. Additionally, NGOs can advocate for the government to enhance the institutional capacity of financial and non-financial service providers to meet the unique needs of women entrepreneurs. Lastly, women entrepreneurs who have benefited from microfinance institutions should focus on balancing their private lives with their entrepreneurial responsibilities. By fostering a family environment that encourages success, they can create a supportive base for both personal and professional growth. Cultivating a spirit of initiative, seeking new opportunities, and embracing creativity and innovation will be key to their ongoing development and long-term success.

#### **5.4 Suggestions for Further Research**

While this qualitative study provides valuable insights into the factors contributing to the success of women entrepreneurs who benefit from microfinance, it is acknowledged that further research is needed to enhance the understanding of this phenomenon. Specifically, future studies could incorporate quantitative research methods to increase the external validity of the findings. A quantitative approach would allow for the generalization of the results across a larger population and provide more robust statistical evidence. Moreover, the model could be improved by incorporating additional variables that capture the socio-economic environment of the local context. These variables could provide a more nuanced understanding of how external factors, such as the local trading environment, impact the success of women entrepreneurs. For instance, future research could examine the role of competition in the local market, as well as the influence of government policies and programs, particularly those related to loan acquisition, subsidies, or other forms of support for women entrepreneurs. Additionally, factors such as access to training, mentorship programs, and the availability of infrastructure (e.g., technology and logistics) could also be explored to assess their impact on business success. Another area for future research could focus on a comparative analysis between women entrepreneurs who benefit from microfinance and those who do not, to better understand the specific advantages or disadvantages microfinance support provides. A cross-country study could also be valuable to

compare how women entrepreneurs in different cultural and economic contexts experience and utilize microfinance. By expanding the scope of research to include these elements, future studies could offer more comprehensive insights into the multi-faceted nature of women entrepreneurship and the role of microfinance in fostering business success.

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