

Type A and Type Personality and Stress Level of Women in Business in Indonesia

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ABSTRACT

This research aimed to identify personality types and assess the level of entrepreneurial stress of women in business in the Jakarta, Indonesia using the descriptive research method. The results suggested coping mechanisms as proposed policy recommendations. Also, the paper presents a discussion of future research and implications, emphasizing the need to address stressors and their impact on different personalities to minimize negative stress effects.

The statistical tools used in the study include a. ANOVA was used to test the significant differences in the assessment of women in business in their level of entrepreneurial stress when they are grouped according to their personality type and profile. b. Frequency and Percentage Distribution is a measure of standardizing by calculating the proportion of the respondents with the same view regarding the sources of stress for women entrepreneurs from the population of the respondents. c. Weighted Mean was used to determine the type of personality of the women diplomats and their stressors.

The analysis revealed that the majority of the women in business belongs to 41 and above age bracket, married, either holding bachelor degree, having 6 to 10 years of entrepreneurial experience, having senior managerial role in business, supervise 1 to 5 employees, have been owners of business for more than 10 years, spending 8 to 12 hours in their entrepreneurial engagement but having flexible time, and actively engaged into sports or any recreation activity. In terms of personality type and behavior patterns majority belongs to the Type A personality with Average level of work environment stress.

Keywords: women in business, entrepreneurial stress, work environment, inner-self, interpersonal relationship, personality type

INTRODUCTION

Ages ago in Indonesia, being a conservative country, women often experience unfair treatment in various industries, and it is even rare to see women doing business and taking any leadership roles. But situation has changed a great deal, these days, women entrepreneurs are now a common topic and in fact considered fastest-growing sector of business ownership in fashion, food and even in

technology in many countries, including in Indonesia.

However, being an entrepreneur is stressful – from pitches to financial projection, meeting deadlines, etc. Stress for an entrepreneur can affect creativity, energy and judgment, and women in business are not exempted from this. With COVID 19 Pandemic, we all have realized that stress needs immediate attention and should not

delay the resolution, being a threat to physical and mental health that certainly affects work and business activity (Perez & Shah, 2022; Perez, et al, 2023).

Indonesian women have spent 3.1 hours every day on household chores against 2.5 hours for men. It is still the responsibility of women to take care of the children after work, hence, inequality is more pronounced in terms of domestic work (Hasniati, et. al 2023).

Because stress is inevitable in all kinds of undertakings, knowing the causes or major stressors in entrepreneurial endeavors based on the type of personality of women will be the center of the discussion in this study.

1.2 Scope and Limitation

The respondents distributed eighty (80) via google form to survey women entrepreneurs in Jakarta, however only sixty-nine (69) of the respondents are engaged in business or entrepreneurship. The study investigated the personality type and level of entrepreneurial stress involving the work environment, inner-self and interpersonal relationships using descriptive research methods.

The demographic profile of women revealed their age, civil status, highest educational attainment, number of years in entrepreneurship, level of entrepreneurial management, number of employees under direct supervision, average number of actual hours spent in entrepreneurial activities, flexible time in performing the role as entrepreneurial manager in the company, and in terms of engagement in sports or recreational activities.

LITERATURE REVIEW

This section is the compilation of the local and foreign literature and studies that were reviewed by the researchers and provides discussion and synthesis which were used to support or oppose the findings of this paper.

According to research conducted by Retno Purwani Setyaningrum et al (2022), women's leadership in successful entrepreneurship can be enhanced by absorptive capacity and entrepreneurial competencies. However, city and age did not moderate this effect. To support women entrepreneurs who are starting their businesses from scratch, the government needs to provide them with special knowledge and training. As women face more challenges and barriers than men due to social, cultural, and value-related factors, specific strategies are required to develop their entrepreneurial potential in Indonesia.

Lissa and Fitri (2021) mentioned in their study that performance is not affected by multiple role conflicts or job stress. However, multiple role conflicts do have a positive influence on job stress. Additionally, the study found that the moderating role of job stress connects the influence of multiple role conflicts to the performance of female employees.

Lestari and Rizkiyah (2021) conducted a survey at the Bureau of Human Resources at Universitas Muhammadiyah Yogyakarta and found that despite the regulation of an 8-hour workday, employees often work longer hours. This causes discomfort, as those with longer tenures receive heavier workloads. With this in mind, the researchers aimed to identify the factors that contribute to work stress among administrative staff at the university.

Irawanto et al. (2015) found that stressors and occupational stress have a significant effect on the performance of female employees, with occupational stress having a greater impact before the inclusion of demographic variables. While demographic variables can weaken the relationship between occupational stress and performance, they also strengthen the relationship between stressors and performance among female employees.

There are two primary categories of personalities, type A and type B. Individuals with a type A personality can be ambitious, competitive, and aggressive, while those with a type B personality tend to be patient, flexible, and laid-back. If someone describes themselves as a workaholic, they may have a type A personality.

Type A personalities take on multiple tasks simultaneously and may frequently assume extra responsibilities to achieve their goals. They work toward deadlines at a fast pace as if they are racing against time.

In contrast, individuals with a type B personality tend to be easygoing and work steadily toward their objectives without a sense of urgency. They do not feel the need to prove themselves to others or display superiority. People with type B personality are usually friendly and get along easily with others, displaying low levels of hostility or aggression. Unlike type A personalities, type B people usually have low levels of competitiveness and do not become easily frustrated. Type A individuals may be more vulnerable to stress and easily feel frustration and anger (*Sissons 2022*).

Furthermore, the theory characterizes Type A individuals as being highly ambitious, rigidly organized, status-conscious, and sensitive to the feelings of others. They value honesty, strive to help others, take on more than they can handle, and prioritize time management. These individuals are commonly referred to as workaholics, as they push themselves to multitask, meet deadlines, and detest delays and indecision.

According to Friedman's 1996 book, Type A Behavior: Its Diagnosis and Treatment, Type A behavior is manifested in three primary symptoms: free-floating hostility, triggered by minor incidents; time urgency and impatience, resulting in a "short-fused" temperament; and a competitive drive, leading to stress and a goal-oriented mindset. The first symptom is difficult to observe, while the latter two are more apparent.

In contrast, Type B individuals are generally at a lower stress level and work steadily towards their goals. They do not become overly stressed when they fail to achieve their goals and are comfortable with competition. They are often creative and enjoy exploring new ideas and concepts. They are introspective and think about both the external and internal worlds. Additionally, Type B personalities may not have a strong sense of time management and may have a dominant right-brain thinking style (<https://openpsychometrics.org/tests/AB.php>)

The female entrepreneurs in the Philippines exhibited high levels of stress related to interpersonal relationships, with a mean score of 3.77 for Type A and 3.55 for Type B personality. However, the work choice factor received an average score of 3.34. Type A personalities had high levels of stress related to communication ability, freedom, uniform procedures, problem-solving, group effort, work tolerance, work pacing, conflict resolution, freedom of action, authoritativeness, increased productivity, task assignment, changes, work schedule, explanation of action, persuasiveness, and planning. On the other hand, Type B personalities had average levels of stress related to communication ability, work pacing, work choice, conflict resolution, freedom of action, authoritativeness, explanation of action, and persuasiveness, but high levels of stress related to the other interpersonal relationship stressors (*Perez et. al, 2023*)

The prevailing social construction of entrepreneurs as independent and stereotypically male raises another limiting factor for women entrepreneurs, namely the responsibility women seem to bear regarding the family/work issue (*Jennings & Brush, 2013; Neneh, 2018*). *Boz et al. (2016)* discovered that women entrepreneurs who prioritize family often exhibit negative behaviors at work. Consequently, achieving a balance between family and work becomes more challenging for women entrepreneurs, representing a fundamental obstacle to the growth of their businesses

Stress can also be caused by a mismatch between the burden received by employees and their abilities (*Samura & Sitompul, 2020*). They also mentioned that stress can be great depending on how a person handles stress, but stress can also be fatal and can threaten a person's physical and mental health. The results concluded that interpersonal relationships are the dominant factor that causes stress.

Women entrepreneurs may face a multitude of stressors that can harm their well-being and professional achievements. Prolonged exposure to stressful circumstances can result in burnout, decreased satisfaction with work, and negative physical and mental effects. As such, it is critical to acknowledge and tackle these stressors to create

a more nurturing and favorable workplace for female entrepreneurs (APA 2020).

To sum up, stress is a typical reaction to the expectations and stresses that people encounter, and female entrepreneurs are not immune to its impact. It is crucial to acknowledge the specific stress factors they face to establish methods and sources of assistance that boost their overall health and accomplishment in their professional pursuits.

3. Theoretical Framework

The framework proposed in this study, as depicted in Figure 1 (Appendix 2.1), suggests that individual differences among women in business may influence their response to entrepreneurial stressors, including work environment, inner self, and interpersonal relationships. The impact of these stressors can be positive or negative, depending on the personality type of the entrepreneur (Type A or Type B). This framework was developed based on previous literature and research and was guided by the Input-Process-Output (IPO) paradigm, as illustrated in Figure 2 (Appendix 2.2).

The input variables for the study included demographic information about the women entrepreneurs (age, civil status, educational attainment, number of employees, years in business, work hours, flexible time policies, and involvement in sports/recreation), as well as measures of stress related to work environment, inner self, and interpersonal relationships. The study employed data gathering, analysis, and interpretation as processes, and aimed to produce policy recommendations related to coping mechanisms for entrepreneurial stress (Perez et al. 2021, 2022, 2023.)

4. 0 Research Methodology

4.1 Statistical Treatment

The following statistical tools were use in the study:

One – Way Analysis of Variance was used to test the significant differences in the assessment of

women entrepreneurs in their level of entrepreneurial stress when they are grouped according to their personality type and profile.

Frequency and Percentage Distribution is a measure of standardizing by calculating the proportion of the respondents with the same view regarding the sources of stress for women entrepreneurs from the population of the respondents.

Weighted Mean - is a type of measurement for central tendency, which is like the arithmetic mean, except that each value has a specific significance or “weight” aside from its real value. The weighted mean was used to determine the type of personality of the women diplomats and their stressors.

5.0 ANALYSIS OF FINDINGS

5.1 Profile of Women Entrepreneurs in the Philippines

The following data described the profile of respondents:

According to **Age** profile, 36% of the Indonesian women engaged in business are 41 years old and above; followed by 30-35 y.o. or 23%; 16% belongs to 20-25 y.o.; 14% are of 36- 40 y.o. and 10% are 26-30 years old. The data shows that majority of the businesswomen belongs to Generation X or for those who were born from 1965 to 1980. This supports (Epstien 2021) that shows Gen X-ers own the most small businesses at 46%, far more than millennials, and their relative share is increasing, but they still tend to get overlooked as an entrepreneurial generation. This data apparently is true in Indonesia in terms of business ownership by women.

In terms of **Civil Status**, the majority of the respondents are married (68%); 23% are single and the remaining respondents are divorced and widowed. This result may be linked to the majority age of the respondents which are in their 40s. Indonesia previously allowed girls of 16 to get married or younger with no minimum age and if their parents requested it. One in four girls in Indonesia is married before they turn 18, according to a 2016 report by Indonesia’s

Statistics Agency and the United Nations children's fund UNICEF (*Reuters 2019*).

The findings on **Education** profile show that most of the respondents have Bachelor's degree with 45%. Master's degree with 26% and 1.5% have Doctorate degree. The rest of the respondents obtained high school diploma and/or vocational programs. Again, the data can be related to the early marrying age of the women in Indonesia.

Thirty eight percent of these businesswomen have been **engaged in business** for **6 to 10 years**, followed by 25% who have been doing business for **less than a year**, 20%, for **11-15 years** already and 17% for more than 16 years in the business.

The businesswomen in this study are mostly in the **senior level of management** with 51%, followed by **middle management** level at 35% and **junior level** at 15%. Again, because the majority of the respondents are in Gen-X, the experience should be enough to handle greater responsibilities in the business.

These businesswomen are mostly **managing 1 to 5 employees with 67%**, 15% with 6-10 employees, **more than 15 employees** with 12% and only 7% are **managing 11-15 employees**.

In terms of **number of years as manager** in the business, the most number is between 1-3 years (31%); more than 10 years (25%), less than a year with 22%, 4-6 years with 13% and 7-9 years with 10%.

The results also depict that most of these women **spend from 8 to 12 hours in business** with 57%, less than 8 hours with 36% and more than 12 hours with 7%. Despite the long number of hours spent in business, these women are still able to get **engaged in sports and recreation** as shown in the findings with 62%, such as aerobics, pilates, walking, gym, jogging, running meditation and others. Only 38% women are not engaged in any sports and recreation. **The flexible time** enjoyed by 73% of the businesswomen can be a factor of making this engagement in sports and recreation possible by majority of the respondents.

This result opposes the findings of Lestari and Rizkiyah (2021) that despite the regulation of an 8-hour workday, employees often work longer hours

at the Bureau of Human Resources at Universitas Muhammadiyah Yogyakarta and found. This causes discomfort, as those with longer tenures receive heavier workloads.

The reason for interpersonal stress is personal relationships with others in the office. Besides that, the research results show that there is a significant influence between interpersonal and stress on employees (*Yunita & Dewi Purba, 2021*). **5.2 Personality type and behavior patterns of women entrepreneurs in the Indonesia**

Most of the women with **55% score** in this study possess **Type A personality** which is described as: free-floating hostility, triggered by minor incidents; time urgency and impatience, resulting in a "short-fused" temperament; and a competitive drive, leading to stress and a goal-oriented mindset (<https://openpsychometrics.org/tests/AB.php>).

Perez et.al, (2023), in addition mentioned that Type A personalities had high levels of stress related to communication ability, freedom, uniform procedures, problem-solving, group effort, work tolerance, work pacing, conflict resolution, freedom of action, authoritative, increased productivity, task assignment, changes, work schedule, explanation of action, persuasiveness, and planning. The remaining percentage (**45%**) of the respondents are classified as Type B personality which is described as the more relaxed and less inclined in the competition.

5.3 Level of Work Environment stressors

The work environment stressors revealed that Type A personality businesswomen have *High* level of stress in **motivated performance** factor. Both Type A and Type B have *Average* stress level in *work enthusiasm, encouragement, monetary reward, status, decision-making, tough supervision, workload, prestige, expectation, performance standard, imagination/ingenuity, and limited perspective factors* with the overall scores of 3.5 and 3.37 for Type A and Type B personalities, respectively. The results support the view of *Swathi and Reddy (2016)* that the prevalence of stress in workplaces is on the rise, especially among women employees.

The physical, psychological, and behavioral manifestations of high stress levels can seriously impede individual performance. In particular, women tend to suffer from non-lethal but chronic health issues that can impede their ability to work long-term. Literature reviews indicate that women often have to juggle multiple responsibilities pertaining to work and family, which can contribute to their stress levels.

The same literature likewise showed that the number of hours worked per week, the amount and frequency of over time, an inflexible work schedule, unsupportive supervisor, and an inhospitable organizational culture are the factors that lead to stress among the women employees. The same finding was revealed *Irawanto et al. (2015)* mentioning that stressors and occupational stress have a significant effect on the performance of female employees, with occupational stress having a greater impact before the inclusion of demographic variables

5.4 Level of Inner self stressors

The women in business in this stressor type showed **Average** level in *impatience, polyphasic activity, singular interest, relaxation guilt, self-sufficiency, and numbers*. Likewise, both personalities have the same **Low** level of stress in *environmental observation, materialism, and gestures* factors. The two types of personalities only **differ in levels** in the areas of *vocal explosiveness, perpetual motion, time urgency and aggressiveness, where Type A women have Average level while Type B have Low level*.

This result agrees to the findings of (*Wijayanti and Nurwianti 2010; Academic Essay UGM, 2017*) that the Javanese exhibit a positive correlation between their character strength and happiness, with the former being a significant factor influencing the latter. Their happiness levels are higher than average, with thankfulness, kindness, democracy, justice, and integrity being the key

character strengths. Additionally, perseverance, creativity, perspective, justice, vitality, curiosity, and forgiveness are the character traits that meaningfully contribute to the Javanese's happiness.

5.5 Level of Interpersonal relationship stressors

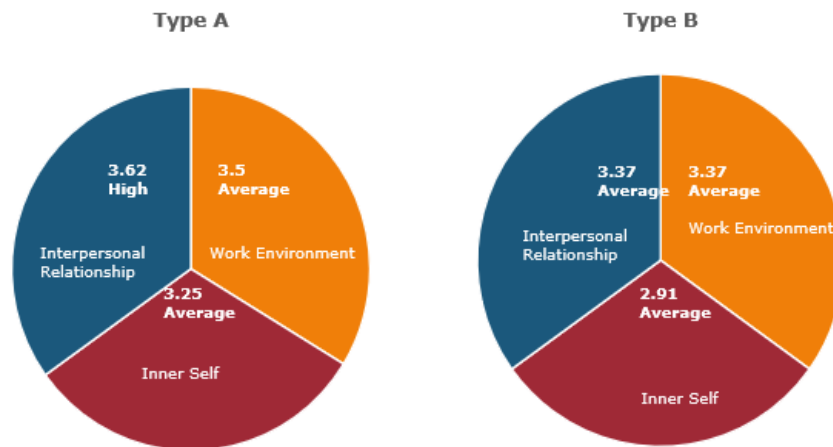
In terms of interpersonal relationship stressors level, **Type A and Type B** businesswomen are **Average** in *communication, uniform procedure, problem-solving, group effort, work choice, conflict resolution, work schedule, persuasiveness, and planning*.

Both types have also the same **Low** level in *freedom of action and explanation of action*. While the respondents have common levels in most of the interpersonal relationship stressors, they differ in the factors of *freedom, work tolerance, work pacing, increased productivity, task assignment, changes, where Type A level is at High and Type B is at Average*.

The stressors that businesswomen are experiencing are not at all different from the experience of the educators who experience role overload, conflicting job roles, lack of influence over the work environment, inadequate work environment, poor relations with students, lack of support from the head of school, which have a negative impact on job performance. Additionally, it is not only the external factors that contribute to workplace stress because internal factors including self-esteem can also influence how individuals cope with stressful situations (*Lediana and Megina 2021*).

The findings also agree with *Yunita and Dewi Purba (2021)* that the reason for interpersonal stress is personal relationships with others in the office. Thus, there is a significant influence between interpersonal relationships and stress.

Analysis of Findings - Levels of Entrepreneurial Stress



6.0 CONCLUSIONS AND RECOMMENDATIONS

6.1 CONCLUSION

This paper concludes that majority of the businesswomen in Jakarta have Type A personality; belongs to Generation X (41 years old and above), married, and attained bachelor's degree. They have been in business for 6 to 10 years and play the senior role in entrepreneurial management with 1 to 5 employees under their supervision. They also spend 8 to 12 hours in their business on a flexible time scheme. Majority of the respondents are engaged in sports and recreation.

Overall, there is no significant difference in the assessment of women in business in Jakarta in their level of entrepreneurial stress when grouped according to personality type and profile.

In terms of Stress Levels, both Type A and Type B personality women in business have **Average** level in **Entrepreneurial/Working environment**. However, the levels differ with regard to **Inner self and Interpersonal Relationship** stressors, wherein **Type A** has a **High Level** and **Type B** scored **Average**.

6.2 RECOMMENDATION

The fact that the number of women engaging in business in Indonesia, the stress issues must be dealt with careful consideration. From the results of this study, it is recommended that though these women are experiencing average level of entrepreneurial stress, it is also important to identify the cause, establish work-life boundaries, disconnect from time to time, do meditation, exercise open conversation with supervisor/colleagues, consult with the mental health professionals, if needed.

*Further, it is recommended that **Policies** on the following be established and implemented in any business/entrepreneurial environment:*

- The *high* level of stress in *interpersonal relationship stressors* should be addressed by determining the causes that affect the work environment.
- Provision of professional counseling by the government, NGOs or private counseling centers addressing stress issues will also be helpful.
- Stress management and teambuilding trainings, workshop and seminar should be provided to these women who are majority in the Type A behavioral pattern.
- Despite the stress level in inner self factors of the Type A and Type B women is at Average level, it is also important to consider the seminars and

workshops on gender and development program be a part of the entrepreneurial strategic planning in order to increase the awareness of the disparity between genders on the sources of stress.

- Further study on entrepreneurial stress of men entrepreneurs can be measured to ensure the work life quality of both women and men entrepreneurs.

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APPENDICES

Appendix 1 – Entrepreneurial Stressors and Personality Types

Table 1 Frequency and Percentage Distributions of Women Entrepreneurs in Terms of Age

Age	Frequency	Percent
20-25	11	16
26-30	7	10
31-35	16	23
36-40	10	15
41 and above	25	36
Total	69	100

Table 2 Frequency and Percentage Distributions of Women Entrepreneurs in Terms of Civil Status

Civil Status	Frequency	Percent
Single	16	23
Married	47	69
Widow	3	4
Separated/Divorced	3	4
Total	69	100

Table 3 Frequency and Percentage Distributions of Women Entrepreneurs in Terms of Educational Attainment

Education Attainment	Frequency	Percent
Bachelor's degree holder	31	45
Master's degree holder	18	26
Doctoral degree	1	1.5
With master's units	18	26
With doctoral units	1	1.5
Total	69	100

Table 4 Frequency and Percentage Distributions of Women Entrepreneurs in terms of numbers of entrepreneurial engagement

No. of years in business	Frequency	Percent
1-5 years	17	25
6-10 years	26	38
11-15 years	14	20
16 years and above	12	17
Total	69	100

Table 5 Frequency and Percentage Distributions of Women Entrepreneurs in terms of level as manager role in Entrepreneurial engagement

Level as manager	Frequency	Percent
Senior manager	35	51
Middle Manager	24	35
Junior manager	10	14
Total	69	100

Table 6 Frequency and Percentage Distributions of Women Entrepreneurs in terms of number of employees under supervision

No. of employees under supervision	Frequency	Percent
1-5	46	67
6-10	10	15
11-15	5	7
More than 15	8	12
Total	69	100.0

Table 7 Frequency and Percentage Distributions of Women Entrepreneurs in term of number of years as entrepreneur/owner

No. of years as manager/owner	Frequency	Percent
Less than one year	15	22
1-3 years	21	31
4-6 years	9	13
7-9 years	7	10
10 years or more	17	25
Total	69	100

Table 8 Frequency and Percentage Distributions of Women Entrepreneurs in terms of number of hours spent in business.

No. of hours spent in business	Frequency	Percent
8 hours or less	25	36
8-12 hours	39	57
More than 12 hours	5	7
Total	69	100

Table 9 Frequency and Percentage Distributions of Women Entrepreneurs in terms of engagement in sports and recreation

Sports and Recreation	Frequency	Percent
Into sports	43	38
Not into sports	26	62
Total	69	100

Table 10 Frequency and Percentage Distributions of Women Entrepreneurs in terms of flexibility in performing the entrepreneurial role.

Flexibility in performing the entrepreneurial role	Frequency	Percent
With flexible time	50	73
No flexible time	19	27
Total	69	100

Table 11 Frequency and Percentage Distributions of Women Entrepreneurs in terms of personality type

Personality type	Frequency	Percent
Type A	38	55
Type B	31	45
Total	69	100

Legend: 4.50 – 5.00 = Very High

3.50 – 4.49 = High

2.50 – 3.39 = Average

1.50 – 2.49 = Low

1.00 – 1.49 = Very Low

*Significant Difference at $\alpha = .05$ (Critical Level)

Table 13 - Level of Entrepreneurial Stress of Women Entrepreneurs in terms of Work Environment

WORK ENVIRONMENT	Mean	Standard	Verbal
		Deviation	Interpretation
Motivated Performance			
Type A	4.13	.811	High
Type B	3.94	.892	High
Work Enthusiasm			
Type A	3.58	.980	Average
Type B	3.16	.860	Average
Encouragement			
Type A	3.18	.926	Average
Type B	3.22	.717	Average
Monetary Reward			
Type A	3.55	.795	Average
Type B	3.32	.702	Average
Status			
Type A	3.87	.811	Average
Type B	3.67	.944	Average
Decision-making			
Type A	3.52	.891	Average
Type B	3.41	.764	Average
Tough Supervision			
Type A	3.57	.976	Average
Type B	3.51	.569	Average
Workload			
Type A	3.15	1.02	Average
Type B	3.09	.978	Average
Prestige			

Type A	3.36	.942	Average
Type B	3.16	.778	Average
Effective Supervision			
Type A	3.68	.873	Average
Type B	3.35	.797	Average
Expectation			
Type A	3.57	.919	Average
Type B	3.47	.767	Average
Performance Standard			
Type A	3.39	.754	Average
Type B	3.29	.642	Average
Imagination/Ingenuity			
Type A	3.36	1.07	Average
Type B	3.38	.803	Average
Limited Perspective			
Type A	3.02	1.02	Average
Type B	3.19	.542	Average
Over-all Weighted Mean*			
Type A			
Type B			Average

Entrepreneurial Stress of Women Entrepreneurs in terms of Work Environment

Table14 Inner Self Frequency and Mean

Inner Self	Mean	Standard Deviation	Verbal interpretation
1. Vocal Explosiveness			
Type A	3.34	.966	Average
Type B	2.96	.706	Low
2. Perpetual Motion			
Type A	3.55	.795	Average
Type B	2.74	.728	Low
3. Impatience			

Type A	3.57	.889	Average
Type B	2.96	.948	Average
4. Polyphasic Activity			
Type A	3.84	.945	Average
Type B	3.45	.888	Average
5. Singular interest			
Type A	3.157	.886	Average
Type B	3.35	.838	Average
6. Relaxation Guilt			
Type A	3.73	1.00	Average
Type B	3.29	.937	Average
7. Environmental Observation			
Type A	2.86	1.23	Low
Type B	2.54	.623	Low
8. Materialism			
Type A	2.60	1.12	Low
Type B	2.58	.922	Low
9. Time Urgency			
Type A	3.10	.863	Average
Type B	2.74	.728	Low
10. Aggressiveness			
Type A	2.94	1.01	Average
Type B	2.87	.718	Low
11. Gestures			
Type A	2.5	1.03	Low
Type B	2.16	.969	Low
12. Self-sufficiency			
Type A	3.44	.950	Average
Type B	2.94	.813	Average
13. Numbers			
Type A	3.47	.979	Average
Type B	3.25	.630	Average

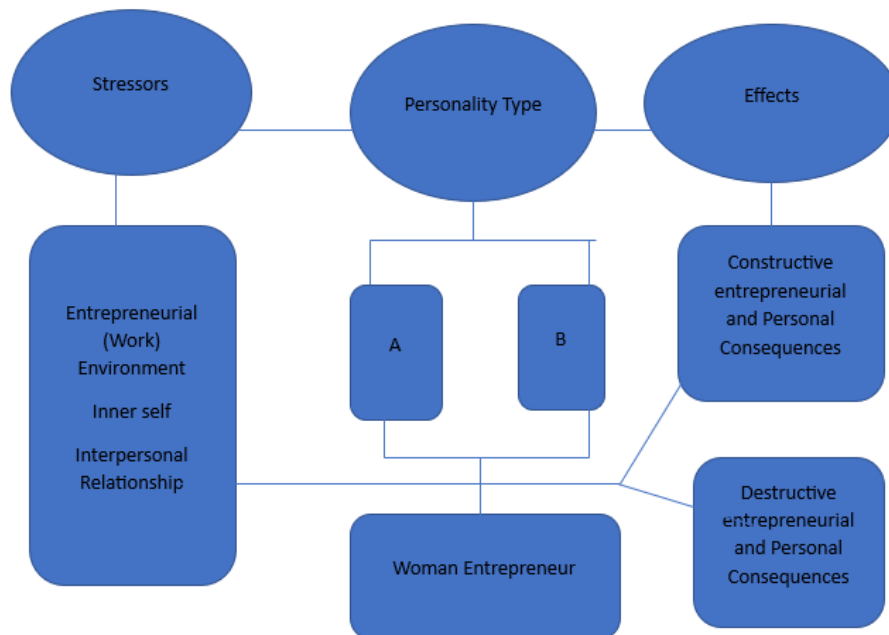
Entrepreneurial Stress of Women Managers in terms of Inner Self (N=69)

Table 15 Level of Entrepreneurial I Stress of Women Entrepreneurs in terms of Interpersonal Relationship (N = 69)

INTERPERSONAL RELATIONSHIP	Mean	Standard Deviation	Verbal Interpretation
1. Communication Ability			
Type A	3.57	1.03	Average
Type B	3.48	.961	Average
2. Freedom			
Type A	3.94	.655	High
Type B	3.38	.882	Average
3. Uniform Procedure			
Type A	3.15	1.02	Average
Type B	3.00	1.12	Average
4. Problem Solving			
Type A	3.71	.767	Average
Type B	3.51	.995	Average
5. Group Effort			
Type A	3.63	.942	Average
Type B	3.32	.701	Average
6. Work Tolerance			
Type A	3.97	.612	High
Type B	3.35	.877	Average
7. Work Pacing			
Type A	4.07	.587	High
Type B	3.45	.809	Average
8. Work Choice			
Type A	3.34	.878	Average
Type B	3.35	.838	Average
9. Conflict Resolution			
Type A	3.57	.889	Average

Type B	3.48	.769	Average
10. Freedom of Action			
Type A	2.55	.978	Low
Type B	2.35	.797	Low
12. Increased Productivity			
Type A	3.95	.868	High
Type B	3.83	.687	Average
13. Task Assignment			
Type A	3.95	.733	High
Type B	3.83	.820	Average
14. Changes			
Type A	4.02	.716	High
Type B	3.70	.937	Average
15. Work Schedule			
Type A	3.86	.741	Average
Type B	3.838	.637	Average
16. Explanation of Action			
Type A	2.5	.951	Low
Type B	2.61	.803	Low
17. Persuasiveness			
Type A	3.63	.997	Average
Type B	3.16	.868	Average
18. Planning			
Type A	3.73	.794	Average
Type B	3.58	.847	Average

Appendix 2. Entrepreneurial Stressors (Figure 1)



Source: Adapted from *Organizational Behavior: Human Behavioral Work* by Newstrom and Keith Davis (2002); Perez & Shah (2022; Perez et.al (2023)

Figure 2 Conceptual Framework

