

Dynamics encouraging women towards embracing entrepreneurship

Case study of Mena countries

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Women towards embracing entrepreneurship

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Abstract

Purpose – Women entrepreneurship is the fundamental carter of economic development. This study aims to identify the dynamics that encourage entrepreneurial attitudes among women in MENA countries. More precisely, it required to scrutinize the role of the government, role models, the entrepreneurial training and women's demographic characteristics in encouraging women to embrace entrepreneurship.

Design/methodology/approach – This study is based on primary data, where data were gathered from a sample of 300 women from MENA countries through a self-administered questionnaire and were subjected to one-way ANOVA tests. Different statistical tools were used to draw some valued conclusions from the gathered data. The study reveals that women entrepreneurs acknowledge the role played by the government, entrepreneurship training, role models and demographic variables in encouraging them to embrace entrepreneurship.

Findings – The government and the entrepreneurial training were found to be the greatest variables encouraging women to embrace entrepreneurship. Nevertheless, the low overall mean exhibited that most women do not believe that these bodies have played their role satisfactorily. Whereas the ANOVA results reveal that age and work experience were not important dynamics behind encouraging women to embrace entrepreneurship.

Research limitations/implications – Data were collected from a sample of 300 women entrepreneurs with a simple random sampling technique from the following MENA countries: Oman, Qatar, Egypt, Jordan, Saudi Arabia and United Arab Emirates. It is too difficult to approach the women respondents and then collect data from them especially in MENA countries; hence the sample is small and limited.

Practical implications – However, such studies are still in the minority, and, with few exceptions, most have been published in the niche. The study finds imperative for policymakers to go beyond measures that aim to address the challenges that individual women entrepreneurs face and to study the institutional framework affecting women entrepreneurship in relationship to motivations and resources. Additional care is desired to compel the environment and context to eliminate barriers to women entrepreneurship at source. The government should play a significant role in encouraging women to embrace entrepreneurship, especially in times of economic slowdown. World-wide, women are under-represented among the population of entrepreneurs, and they tend to have different motivations and intentions. The first, and most obvious, implication highlights governments need to create special funds for unlocking the potential by enhancing their levels of entrepreneurship skills using the traditional instruments such as training. The government should come up with new and specific training programmes, providing support for growth-oriented women entrepreneurs with dedicated business incubator and business accelerator programmes.

Social implications – Entrepreneurs are strongly influenced by role models and social context. It is therefore important to promote women entrepreneurs as role models and ensure that the education system is gender-neutral and does not discourage women from going into different fields. Finally, more targeted actions can be taken to ensure that family policies, social policies and tax policies do not discriminate against entrepreneurship by women.

Originality/value – The author believes that only few entrepreneurship researchers are interested in feminist epistemology, disappointingly the more advanced understanding of feminism witnessed in sociology and the political science literature is not reflected in the field of entrepreneurship. Hence, there



is a need for investigate the dynamics like government role, entrepreneurial training, role models and demographic characteristics, to have a fuller understanding of how they affect, to ensure a more accurate assessment of the outcomes for the development of women entrepreneurs in MENA countries. This study is an attempt to investigate the dynamics such as government role, entrepreneurial training, role models and demographic characteristics that encourage women to embrace entrepreneurship in MENA countries.

Keywords MENA countries, Women entrepreneurship, Entrepreneurship training, Role models, Entrepreneurial encouragement

Paper type Research paper

1. Introduction

Women's entrepreneurship is an important unexploited source of economic growth in almost all parts of the world. Unfortunately, women in MENA countries have the lowest rates of Total Entrepreneurial Activity (TEA) at just 4 per cent of the population. The highest rates, globally, are in sub-Saharan Africa, at 27 per cent. Latin American and Caribbean economies also show high levels (15 per cent). In just seven economies (Panama, Thailand, Ghana, Ecuador, Nigeria, Mexico, and Uganda) women have been shown to have equal or slightly higher levels of entrepreneurship than men. For the rest, women represent a smaller share of the entrepreneur population. The recent interest in women's entrepreneurship in the Middle East and North Africa region has spurred a number of studies that aim to explain MENA's very low female participation in the workforce and political life, at both the inter-regional and the intra-regional scales, and to identify the challenges facing women entrepreneurs. Comparative data show that the MENA region has made strong gains in human development: Literacy increased to 69 per cent, average schooling (for those above 15) rose to 5.2 years, child mortality rates plunged to around 46 per thousand births, and life expectancy has increased to 68 years. However, the level of unemployment among women remains high throughout the region. Of course, there is enough evidence to show that culture and social norms — not religion, since countries with the same religion clearly show different rates — have an impact (Salama, 2016; Bosma and Levie, 2009). According to the World Bank, MENA is an economically heterogeneous region that includes both oil-rich economies in the Gulf, and those that are resource-scarce in relation to population, such as Egypt, Morocco, and Yemen.

This study should be valuable to policymakers in the selected MENA countries. Its findings should contribute towards assisting them in the formulation of effective policies for enhancing entrepreneurial skills among women. Government administrators will better understand the roles that their institutions could play in fostering entrepreneurial development among women. Policymakers and course designers will be able to come up with effective frameworks for instilling entrepreneurial skills among women. Consequently, more women will be inclined to learn entrepreneurship skills, and the country as a whole will benefit from increased growth and low unemployment levels.

The author believes that only few entrepreneurship researchers are interested in feminist epistemology. Disappointingly the more advanced understanding of feminism witnessed in sociology and the political science literature is not reflected in the field of entrepreneurship. Hence there is a need to investigate dynamics such as government's role, entrepreneurial training, role models and demographic characteristics in order to have a fuller understanding of their impact and to ensure a more accurate assessment of their influence on the development of women entrepreneurs in MENA Countries.

This study attempts to investigate the dynamics of governmental activities, entrepreneurial training, role models and demographic characteristics that encourage women to embrace entrepreneurship in MENA countries.

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2. Literature review

Emila and Mota-Ribeiro (2017) agree that the identities of businesswomen are constrained and produced by different masculinities (authority, professionalism and self-determination) and femininities (restrictive and emancipatory). The interweaving of these gender discourses results in the production of a “respect” identity in the family businesses group and a “self-determination” identity in the start-up businesses group.

Diane and Meek (2012) concur that societal attributions and socialization processes relative to the sexes may create barriers to entry for women due to the uneven distribution of assets, educational foci and daily life activity expectations amongst the sexes. These factors, in effect, create the glass ceiling that women are often described as facing that extends to entrepreneurship. To lessen these effects, women might be advised to pursue education within fields more closely linked to high-growth industries.

Researchers concur that the government can play a crucial role in building entrepreneurial skills among women; however, their performance in this regard is far from perfect (Salem, 2014; Iqbal *et al.*, 2011). In his study seeking to analyse the role played by Saudi Arabian universities in shaping entrepreneurial intentions among women, Salem concluded that “most universities have not fully integrated entrepreneurship programs in their curricula” (Salem, 2014, p. 630). Most institutions, the author posits, only offer entrepreneurship programs in economics and business studies, leaving women in other academic fields, such as technology, mathematics and computer science, with no such exposure (Salem, 2014). These findings mirror those of Iqbal *et al.* (2011), who found that most women in MENA countries do not consider government to have played a sufficient role in influencing their entrepreneurial intentions. The authors, therefore, concluded that government needs to revisit their training methods so they are more focused on equipping women with relevant entrepreneurial skills (Iqbal *et al.*, 2011). Other researchers have moved away from the question of whether higher learning institutions have played their role as they should, choosing instead to focus on how such institutions need to adjust themselves to be more effective encouragers of entrepreneurial intentions among women.

The contention among researchers is that entrepreneurial training could play a positive role in encouraging women to embrace entrepreneurship in MENA countries. However, this is only so if the training is structured properly and if it sufficiently reflects the changes and trends in the globalized economy (Salem, 2014; Iqbal *et al.*, 2011). Salem (2014) points out that the reason why entrepreneurship training in MENA countries has not been effective in influencing entrepreneurial intentions among women is because it focuses primarily on creating business plans and starting new ventures, at the expense of growth, creativity and innovation. The author posits that for entrepreneurship training to be more effective, it ought to focus on instilling relationship-building, critical thinking, problem-solving and risk-taking skills as a way of thinking and a form of support for building a knowledge-based economy (Salem, 2014). The author’s viewpoint is that the traditional focus on creating business plans may not work effectively amidst the on-going changes and trends brought about by globalization. The content of entrepreneurship training ought to be structured around competitiveness, innovation, networking, self-realization, communication and economic growth (Salem, 2014). Only then will it be able to raise the skill and talent level of women and to adequately prepare them to contribute to the knowledge-based economy (Salem, 2014).

The authors concur with [Gallant et al. \(2001\)](#) that entrepreneurship training ought to stretch beyond the classroom walls. It needs to equip women with practical entrepreneurial knowledge to complement their theoretical skills ([Salem, 2014](#); [Gallant et al., 2001](#)). It ought to afford women an opportunity to interact with the outside world through mentorship programs, workshops and conferences organized through strategic alliances with established entrepreneurs ([Salem, 2014](#)). This will grant women greater exposure to trends and changes in the globalized economy and enhance their inclination to succeed as entrepreneurs in a dynamic environment. Consequently, it will foster their inclination to take up entrepreneurial ventures in their respective economies.

Studies have shown that by identifying with a role model, individuals could be inspired to pursue similar ventures or achievements ([Saeid et al., 2014](#); [Salem, 2014](#)). [Saeid et al. \(2014\)](#) posit that when a student identifies with a successful role model who owns or runs a business, they may be inspired to also begin and run their business successfully. [Fayolle et al. \(2006\)](#) hold a similar view; however, these authors are of the opinion that entrepreneurial intentions are stronger if the influences come from close relatives. Children of entrepreneurial parents, who identify their role models as successful and positive are, for instance, highly likely to imitate those role models ([Fayolle et al., 2006](#)). The authors base their argument on social learning theory, which emphasizes the concept of observing and modelling the behaviours, emotional reactions and attitudes of others. Based on the precepts of the social learning theory, women who identify an entrepreneurial parent or close relative as being successful are likely to demonstrate a greater inclination for entrepreneurship than those without such kind of role model effect ([Fayolle et al., 2006](#)). [Van Auken et al. \(2006\)](#) conducted a study to assess the impact of role models on individuals' desire to own business ventures. They asked women whose role models were successful entrepreneurs to rank the influence of those role models on the career intentions of 20 different activities. The findings showed role models' activities related to involving the respondent in discussions about the business, employment in the business and professional activities within the business to be significantly related to respondents' interests in starting their own businesses ([Van Auken et al., 2006](#)). Another group of researchers, however, expresses different views from those explained above. [Krueger and Carsrud \(1993\)](#), for instance, conducted a quantitative study using the theory of planned behaviour and concluded that exogenous influences on entrepreneurial behaviour and intentions only influence attitudes indirectly.

Numerous studies have been conducted to determine the effect of demographic dynamics on women's entrepreneurial attitudes. The main demographic dynamics that have been studied include age, gender, socioeconomic status, family business background, race, work experience and country ([Singh, 2014](#); [Rasli et al., 2013](#)). The studies have given varied results, supporting the need for further research in this particular area of knowledge. [Rasli et al. \(2013\)](#), for instance, conducted a study to determine the effect of five dynamics: race, field of study, work experience, gender and parents' occupation on Malaysian women's entrepreneurial intentions.

In another study, [Saleh and Salhieh \(2014\)](#) assessed the impact of work experience, type of government and country on women's entrepreneurial intentions. They concluded that women's entrepreneurial intentions differ based on all three dynamics. With regard to the type of government, the authors assessed entrepreneurial intentions based on whether the government offered business incubation services – the study established that women in universities offering such services had higher intentions than those whose institutions lacked the same ([Saleh and Salhieh, 2014](#)). The authors also found entrepreneurial intentions to be higher for women with work experience than for those without ([Saleh and Salhieh, 2014](#)). Moreover, women's entrepreneurial intentions differed across countries, with

countries such as Egypt and Oman scoring lower than Lebanon and Jordan (Saleh and Salhieh, 2014). The authors concluded that the differences in the “country” dynamic were due to differences in how women perceived their particular country’s market conditions, government regulations and policies (Saleh and Salhieh, 2014).

In another study, Zali (2018) assessed the impact of age and entrepreneurial age-based self-image on entrepreneurial competencies of males and females based on Global Entrepreneurship Monitor 2016 data. Findings showed that females’ ages have more impact on their entrepreneurial competencies than that of males, and female entrepreneurial age-based self-image has more effect on their entrepreneurial competencies than those of males.

Henry *et al.* (2015) conclude that research on female entrepreneurship continues to be characterized by explaining differences between male and female entrepreneurs. Indeed, their study shows an overwhelming trend towards large-scale, quantitatively based/analyzed male–female comparative research that avoids adopting a sector-specific focus and within-group comparative analysis. The authors believe that this is due to the fact that few entrepreneurship researchers are interested in feminist epistemology; disappointingly the more advanced understanding of feminism witnessed in sociology and the political science literature is not reflected in the field of entrepreneurship.

3. Data and methodology

3.1 Data collection and sample size

The study is based on primary data collected through questionnaires using Google forms. This method is very economical and proved to be easy and quick. The primary data collected were used for analysis of variances and correlations. Data were collected from a sample of 300 women entrepreneurs using a simple random sampling technique from the following MENA countries: Oman, Qatar, Egypt, Jordan, Saudi Arabia and United Arab Emirates. It proved too difficult to approach the women respondents and then collect data from them, especially in MENA countries; hence the sample is small and limited. The questionnaire was structured to collect data for the following dynamics:

- The government’s role in promoting entrepreneurship;
- entrepreneurship training;
- the availability of role models; and
- the effect of demographic dynamics.

3.2 Hypotheses

The study is based on the following hypotheses:

- H1. The government plays a dynamic role in encouraging women to embrace entrepreneurship.
- H2. Entrepreneurial training plays a dynamic role in encouraging women to embrace entrepreneurship.
- H3. Role models play a dynamic role in encouraging women to embrace entrepreneurship.
- H4. The correlation between entrepreneurship training and entrepreneurial embracing is stronger for the following demographic characteristics: age, academic level, work experience and country

3.3 Analysis and findings

Descriptive analyses (frequencies, percentages and means) and inferential analyses (one-way ANOVA) were used to analyse the collected data using the latest version of SPSS.

3.3.1 Descriptive statistics. The descriptive statistics for the four dynamics tested are summarized in [Table I](#) below:

The analysis of these dynamics is based on a seven-measurement Likert scale, with responses ranging from 1 (strongly disagree) to 7 (strongly agree). The first item, “the government plays a positive role as an encourager of entrepreneurship” drew a mean of 7.22 and a standard deviation (SD) of 1.21. The mean for the second item, “entrepreneurial training plays a positive role as an encourager of entrepreneurship, was 7.32, with a SD of 1.28”. The third item, “the availability of role models plays a positive role in promoting entrepreneurship for me” had a lower mean of 6.72 and a SD of 1.51. The final item, “demographic characteristics and family business background have an influence over my entrepreneurial intentions” rated 6.72, with a SD of 1.5.

A close look at the scale of women’s personal attitudes towards entrepreneurship training reveals a positive overall average of 6.99, implying that MENA women have a positive attitude towards the role played by their governments, entrepreneurship training, entrepreneurial role models and demographic dynamics in encouraging women to embrace entrepreneurship. However, their attitudes are not very strong. With regard to their inclinations, however, the high scores for the “entrepreneurial training plays a positive role as an encourager of entrepreneurship” and “the government plays a positive role as an encourager of entrepreneurship” items (at 7.32 and 7.22, respectively) indicate that MENA women consider entrepreneurship training/content and the government as the greatest influencers of entrepreneurial intentions, far above the effect of role models and demographic dynamics. It is clear from the analysis that women regard training and higher learning institutions as bearing the greatest responsibility in shaping their entrepreneurial intentions; however, the low average of 6.99 implies that women believe that these elements have not played that role sufficiently. The relatively high SDs symbolize the low consensus and dispersions associated with the responses.

3.3.2 ANOVA: Assessing the weight of demographic dynamics. An analysis of variances was conducted to determine the weight of demographic dynamics on MENA women embracing entrepreneurship. [Tables II-V](#) below present ANOVA results for correlations between:

- women working and their inclination towards entrepreneurship;
- age and inclination towards embracing entrepreneurship; and
- academic level and inclination towards embracing entrepreneurship.

The results show that the ANOVA is insignificant at $p < 0.05$ for each of the three dynamics. In other words, the mean differences between women with work experience and those without, younger women and older ones and academic levels are not significant. We could,

Scale	N	Mean	SD
The governments’ role in encouraging women entrepreneurship	300	7.22	1.21
Entrepreneurial training	300	7.32	1.28
Role models	300	6.72	1.51
Demographic characteristics	300	6.72	1.51

Table I.
Descriptive analyses
of main dynamics

therefore, conclude that there is insufficient evidence to indicate that work experience, age and academic level have a role in encouraging MENA women to embrace entrepreneurship.

ANOVA was found to be significant at $p < 0.05$ for the following dynamics: academic level $F(17, 283) = 0.448, p = 0.031$.

Country $F(17, 283) = 1.983, p = 0.042$.

Moreover, as Table IV demonstrates, women in higher levels of training are seen to be more inclined towards entrepreneurship than those in initial years. Additionally, Table V demonstrates that women embracing entrepreneurship differ across countries, with some countries reporting significantly higher inclinations than others. In this regard, we could conclude that one's country and academic level are significant determinants of their attitudes towards entrepreneurship.

4. Discussion

The aim of this paper was to determine the impact of selected dynamics of entrepreneurship training on MENA women's attitudes towards entrepreneurship. From the literature review, the following hypotheses were formulated:

Regarding *H1*, the government plays a dynamic role in encouraging women to embrace entrepreneurship

	Sum of sq.	Df	Mean sq.	F	Significance	Table II. One-way ANOVA for working and women embracing entrepreneurship
Between groups	1.673	17	0.353			
Within groups	21.22	283	0.141	0.917	0.428	
Total	22.893	300				

	Sum of sq.	Df	Mean sq.	F	Significance	Table III. One-way ANOVA for age and women embracing entrepreneurship
Between groups	18.274	12	9.626			
Within groups	202.818	288	1.376	1.669	0.097	
Total	221.092	300				

Sum of sq.	Df	Mean sq.	F	Significance	Table IV. One-way ANOVA for academic level and women embracing entrepreneurship
Between groups	8.342	7	0.668		
Within groups	218.56	293	1.535	0.448	0.031
Total	226.998	300			

	Sum of sq.	Df	Mean sq.	F	Significance	Table V. One-way ANOVA for country and women embracing entrepreneurship
Between groups	6.018	15	0.577			
Within groups	42.077	285	0.389	1.983	0.042	
Total	48.095	300				

The positive mean of 7.22 indicates that women believe that the government contributes to their inclination towards entrepreneurship. The government plays a positive, fundamental role in shaping their entrepreneurial attitudes. In this regard, hypothesis *H1* is supported. This also validates the study of [Salem \(2014\)](#) and [Iqbal et al. \(2011\)](#) which showed that the government can play a crucial role in building entrepreneurial skills among women.

Regarding *H2*, entrepreneurial training plays a dynamic role in encouraging women to embrace entrepreneurship. The positive mean of 7.32 indicates that women believe that entrepreneurship training positively influences their entrepreneurial attitudes. Both elements play a strong, positive role in shaping their inclination towards entrepreneurship. The training actually plays the greatest in shaping women's entrepreneurial attitudes among the four dynamics. This finding supports hypothesis *H2*. This result validates the study of [Salem, 2014](#); [Iqbal et al., 2011](#) which revealed that entrepreneurial training could play a positive role in encouraging women to embrace entrepreneurship in MENA countries; however, this is only so if the training is structured properly and if it sufficiently reflects the changes and trends in the globalized economy.

Regarding *H3*, role models play a dynamic role in encouraging women to embrace entrepreneurship.

The mean of 6.72 indicates that MENA women think highly of their entrepreneurial role models. They believe that these role models positively influence their attitudes towards entrepreneurship. The positive mean suggests a positive correlation between the availability of role models and women's inclinations towards entrepreneurship. The impact of role models on women embracing entrepreneurship is, however, lower than that of the government and entrepreneurship training. Despite this, hypothesis *H3* is supported. The government with the help of other learning institutions could develop women's entrepreneurial capabilities by organizing training programmes that enable women to interact with their entrepreneurial role models. The result also aligns with the study of [Saeid et al. \(2014\)](#), suggesting that when some women identify with a successful role model who owns or runs their own business; they may be inspired to also begin and run their business successfully. [Fayolle et al. \(2006\)](#) and [Khan \(2015\)](#) hold similar views; based on social learning theory, women who identify an entrepreneurial parent or close relative as being successful are likely to demonstrate a greater inclination for entrepreneurship than those without such kind of role models.

Regarding *H4*, the correlation between entrepreneurship training and entrepreneurial embracing is stronger for the following demographic characteristics: age, academic level, work experience and country. The mean results show demographic dynamics to be a significant influencer of women's entrepreneurial attitudes. ANOVA tests were conducted to determine the individual effect of the different dynamics: age, academic level, country, work experience and academic level. The ANOVA results showed the correlation between entrepreneurship training and women embracing entrepreneurship to be stronger for two dynamics: academic level and country. Therefore, *H4* for these dynamics is supported. This result is in line with the study of [Saleh and Salhieh \(2014\)](#) which found entrepreneurial intentions to be higher for women with work experience than for those without. Moreover, women's entrepreneurial intentions differed across countries and how women perceived their particular country's market conditions, government regulations and policies. However, there was no sufficient evidence to support the argument that work experience and age had any considerable effect on women embracing entrepreneurship. Thus, hypothesis *H4* for these two dynamics is rejected. These findings differ significantly from those of [Zali \(2018\)](#) who found that age has more impact on entrepreneurial competencies.

Entrepreneurship was better embraced by experienced women as opposed to their inexperienced counterparts. It is required, therefore, to encourage women to embrace entrepreneurship and familiarize themselves with entrepreneurial skills as they move forward. Finally, women embracing entrepreneurship were found to differ across countries according to their perceptions of their particular country's business policies and market regulations. If women identify these to be positive, they are believed to be more invigorated towards entrepreneurship. Hence, there is a need to strongly emphasize and make practical business policies and regulations as favourable as possible for potential women entrepreneurs.

5. Implications

To the best of the author's knowledge, studies similar to the one presented here are still in the minority, and, with few exceptions, most have been published in niche outlets. This study finds it imperative for policymakers to go beyond measures that aim to address the challenges that individual women entrepreneurs face and to study the institutional framework affecting women's entrepreneurship in relation to motivations and resources. Additional care is needed to compel both the environment and context to eliminate barriers to women's entrepreneurship at source.

The government should play a significant role in encouraging women to embrace entrepreneurship, especially in times of economic slowdown. World-wide women are under-represented among the population of entrepreneurs, and they tend to have different motivations and intentions. The first, and most obvious implication highlights the government's need to create special funds for unlocking entrepreneurial potential by enhancing their levels of entrepreneurship skills using traditional instruments such as training. The government should come up with new and specific training programmes that provide support for growth-oriented women entrepreneurs with dedicated business incubator and business accelerator programmes.

Entrepreneurs are strongly influenced by role models and social context. It is therefore important to promote women entrepreneurs as role models and ensure that the education system is gender-neutral and does not discourage women from going into different fields. Finally, more targeted actions can be taken to ensure that family policies, social policies and tax policies do not discriminate against women's entrepreneurship.

6. Conclusion

This paper aimed to recognize the dynamics that encourage women to embrace entrepreneurship. It examines the role of the government, influence of role models, entrepreneurial training and women's demographic characteristics in encouraging women to embrace entrepreneurship in MENA countries. Mean deviations exhibited that women cogitate the government and entrepreneurship training as the dominant factors encouraging them to embrace entrepreneurship, beyond the effect of role models and demographic dynamics. With regard to the role of demographic dynamics, regression results showed that age and work experience were not important determinants of women embracing entrepreneurship. The overall finding of the study was that the government needs to play a bigger and more reflective role in encouraging women to embrace entrepreneurship. The government should design more effective policies that ease procedures, laws and regulations for start-ups and existing businesses. Furthermore, the government should design new and effective training programmes to emphasize the importance of entrepreneurship for women and the economy.

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About the author

Dr Mohammed Abdul Imran Abdul Aziz Khan believes that "There is immense power when a group of people with similar interests gets together to work toward the same goals". Dr Khan a Doctorate in Finance is currently working with Dhofar University as a Professor (Asst) of Finance. He is teaching passionately since the past 16 years to students of the Master's and Bachelor's Programme in Business for majors such as Finance and Entrepreneurship. Research, Dr Khan has been serving as an/a editor/reviewer of many international journals and is an appointed external evaluator for PhD and M. Phil theses of Universities in Asia. He has authored a textbook titled "Basic Finance" adopted by a number of universities across India and GCC. He has published 43 research articles in journals of repute, and the majority of his publications are indexed with Scopus. He is on the editorial board of journals and has reviewed many articles in the area of finance and entrepreneurship. He has actively contributed to 55 conferences worldwide as a reviewer, speaker and presenter. He has been showing a keen interest in working on projects granted by The Research Council of Oman. Recently, he has submitted three grant applications. He has been twice honoured internationally with "Best Faculty/Teacher Award". Dr Khan believes in strengthening the environment for research activities and a strong need to establish research nexus across the world. Mohammed Abdul Imran Abdul Aziz Khan is the corresponding author and can be contacted at: imran@du.edu.om