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Women Entrepreneurial Innovative Behavior: The Role of Lean Start-up and Business Coaching

RIMSHA KHALID¹, MOHSIN RAZA², ANUSARA SAWANGCHAI³,
WENDY JULY ALLAUCA-CASTILLO⁴, ROSARIO MERCEDES HUERTA-SOTO⁵

¹Department of Business and Management, LIMKOKWING UNIVERSITY OF CREATIVE TECHNOLOGY, CYBERJAYA, MALAYSIA.

E-mail: rimshakhalid82@gmail.com

²Faculty of Management Sciences, PHUKET RAJABHAT UNIVERSITY, PHUKET THAILAND.

E-mail: mohsinraza006@gmail.com

³Faculty of Management Sciences, PHUKET RAJABHAT UNIVERSITY, PHUKET THAILAND.

E-mail: anusara.s@pkru.ac.th

⁴Facultad de Economía y Contabilidad, UNIVERSIDAD NACIONAL SANTIAGO ANTÚNEZ DE MAYOLO, PERÚ.

E-mail: wallaucac@unasam.edu.pe

⁵Facultad de Economía y Contabilidad, UNIVERSIDAD NACIONAL SANTIAGO ANTÚNEZ DE MAYOLO, PERÚ.

E-mail: mhiertas@unasam.edu.pe

ABSTRACT

The main objective of a startup is to discover a suitable plan of action that can create value for growth in the economy. This research provides evidence and allied vision engrossed on three perspectives: business coaching, lean start-up approach, and innovative work behavior of women's context in solar energy entrepreneurial action. Moreover, the study is based on a quantitative method, and results indicated that it has a significant impact on the lean start-up approach on innovative work behavior and has a significant mediating effect on business coaching. This study helps researchers and practitioners cope with the entrepreneurial incubation programs for women entrepreneurs in the lean start-up approach. Moreover, this also contributes to the deep understanding of women's exploring, building, and implementing business ideas. Additionally, the study argues that guidance and directions are important for innovative entrepreneurial actions.

Keywords: Lean Start-up; Women Entrepreneurs; Innovative Behaviour; Entrepreneurship; Business Coaching.

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Comportamiento Innovador de las Mujeres Empresarias: El Papel de la Puesta en Marcha de Lean y del Coaching Empresarial

RIMSHA KHALID¹, MOHSIN RAZA², ANUSARA SAWANGCHAI³,
WENDY JULY ALLAUCA-CASTILLO⁴, ROSARIO MERCEDES HUERTA-SOTO⁵

¹Department of Business and Management, LIMKOKWING UNIVERSITY OF CREATIVE TECHNOLOGY, CYBERJAYA, MALAYSIA.

E-mail: rimshakhalid82@gmail.com

²Faculty of Management Sciences, PHUKET RAJABHAT UNIVERSITY, PHUKET THAILAND.

E-mail: mohsinraza006@gmail.com

³Faculty of Management Sciences, PHUKET RAJABHAT UNIVERSITY, PHUKET THAILAND.

E-mail: anusara.s@pkru.ac.th

⁴Facultad de Economía y Contabilidad, UNIVERSIDAD NACIONAL SANTIAGO ANTÚNEZ DE MAYOLO, PERÚ.

E-mail: wallaucac@unasam.edu.pe

⁵Facultad de Economía y Contabilidad, UNIVERSIDAD NACIONAL SANTIAGO ANTÚNEZ DE MAYOLO, PERÚ.

E-mail: mhiertas@unasam.edu.pe

RESUMEN

El objetivo principal de una startup es descubrir un plan de acción adecuado que pueda crear valor para el crecimiento de la economía. Esta investigación aporta evidencias y una visión aliada concentrada en tres perspectivas: el coaching empresarial, el enfoque lean start-up y el comportamiento laboral innovador del contexto femenino en la acción empresarial de la energía solar. Además, el estudio se basa en un método cuantitativo, y los resultados indicaron que tiene un impacto significativo en el enfoque lean start-up en el comportamiento de trabajo innovador y tiene un efecto mediador significativo en el coaching empresarial. Este estudio ayuda a los investigadores y a los profesionales a hacer frente a los programas de incubación empresarial para mujeres emprendedoras en el enfoque lean start-up. Además, también contribuye a la comprensión profunda de la exploración, la construcción y la puesta en práctica de ideas empresariales por parte de las mujeres. Además, el estudio argumenta que la orientación y las direcciones son importantes para las acciones empresariales innovadoras.

Palabras clave: Lean Start-up; Mujeres empresarias; Comportamiento innovador; Espíritu empresarial; Coaching empresarial.

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1. Introduction

The educated women are not spending their lives inside the home anymore, and it accelerators as startups, which are getting importance in entrepreneurship literature (Cohen et al., 2019). Start-ups are the business creator that introduce new products with innovative ideas in the market. There is no specific generally accepted definition of "start-ups," and different researches have their point of view about startups (Eisenmann et al., 2012; Paternoster et al., 2014; Ries, 2011). In a study, Blank (2007) comprehends that start-up should have a key objective to repeatable and expandable business patterns. The industry review recently indicated a remarkable number of younger entrepreneurs, around 60% of which have company ownership in developed countries. They increased the credibility of value in society (Kelley et al., 2016). The literature highlighted that entrepreneurial research is significant and beneficial for career opportunities to start a business. In the business domain, women's participation is also considered necessary because it has an amazing economic and social contribution in developed and developing economies. A big number of females start their businesses and find better creative and innovative opportunities to grow their financial position efficiently (Khalid et al., 2020). Therefore, women have financial responsibilities for their families in quest to fulfill them they want to engage with entrepreneurial activities.

The literature review highlighted that big number of challenging conditions are rising for women entrepreneurs, including the familial, social and cultural, and financial, and market factors that become more complicated and unpredictable for start their new businesses (Khalid et al., 2020). Due to these factors, the women were unable to participate in business activities and confronted the unpredictable economic changes that intensely influenced the firms. Suddenly, the global pandemic COVID 19 also negatively affected almost every business sector (Li et al., 2020). The COVID 19 was an outbreak of a virus in December 2019. Within few months, this spread rapidly and affected all over the world socially and economically activities. The world health organization declared in March 2020; COVID 19 is a pandemic. That pandemic crisis affected all public and private economic activities globally. In the COVID-19 time and expected responses for an observance to evidence-based actions as the pandemic developments into the year 2021 (Jain et al., 2020). To compete with the unpredictable economic condition, business sectors are also initiating to improve with new products and services. According to this gap, they are not innovative behavior and involved in entrepreneurial activities (Giones et al., 2020). COVID'19 pandemic has the worst impact on the business and service sector, and the solar energy business is not an exception (Vaka et al., 2020). Solar energy is an alternative to electricity and access to communities and households with low consumption and buying power due to distance and unavailability in areas. It limits the extension of energy inclusion (PNER,2009). There is a huge demand for entrepreneurial participation to fill this gap in the energy sector and the female's participation in business activities.

Solar energy is a social venture and mission-driven to provide solutions and achieve social objectives(Vargas & Chesney, 2021). Social entrepreneurship enables females with both financial chance and encourages entry into the energy business. Solar-powered business models allow them to fill this gap in unapproachable rural and urban indigence markets where distribution ordinarily makes them difficult to reach (Gray et al., 2019). Social business activities begin to target females in energy services have developed, but social and cultural factors such as dominating male society are reflecting hurdles that females have less chance and hard to find the customers. Simultaneously, it is directly liable for putting resources into family prosperity and wellbeing.

All around the world, social and government bodies are taking the initiative and encouraging females to become entrepreneurs for the energy sector's growth. It would be the equally beneficial capability to join different objectives, such as expanding financial exercises for females and offering new chances for family interests in education and wellbeing (Dutt et al., 2016). Except for government and institutions' initiatives, other leading factors also important for the business included investors, performance, customer behavior, less knowledge competition, Business planning, strategies development, client behavior, decision-making in management, and demand in market or quality

products. However, studies indicated that it is important to examine and analyze these factors and understand startups in the team development for business (Hamrouni & Akkari, 2012; Wasserman, 2012).

However, the review of entrepreneurial literature occurred the importance of female entrepreneurship to fill highlighted gap regarding obstacles and causes of failure, included lack of enough financial knowledge, low management of untrained worker, poor planning for business, lack of evaluation and measurement process for employee's efficiency, financial unpredictability, low sale transactions, low adoption of entrepreneurial in culture, loss of finance, low information of administrative institutions, and high-rate taxes (Hussain et al., 2016; Marlow & McAdam, 2013; Mitchelmore & Rowley, 2013; Singh & Belwal, 2008). However, some factors limit women's innovative behavior to grow their businesses in developing countries (Babalola, 2009). Based on the above arguments, there is a need to introduce some innovative methods because the Innovative work behavior increases the motivation level in women entrepreneurs to develop their businesses. Women entrepreneurs are still restricted to business programs toward helping them characterize their ideas.

Usually, the entrepreneurial incubation programs have turned to business developing approaches and enhancing the organizational frame. This frame is helpful to build the education and different offering services. However, as far away from these business approaches, entrepreneurs need to adopt unique approaches that ultimately reach potential customers for innovative work behavior in business (Ben Salem & Lakhali, 2018).

The lean start-up approach is important, and few studies are found with entrepreneurs, and this study examines the lean startup in women entrepreneurs to cover this gap. Although coaching is not a feature of the lean start-up approach, it shows the impact that knowledge is conveyed to women entrepreneurs through different business coaching methods. As a result of entrepreneurial coaching, the innovative, development, and supportive coaches' role can change from instructors to valuable knowledge. Business coaching facilitates business planning to build their speculations and then test them through a lean start-up technique (Racolța-Paina & Andreea Maria Andrieș, 2017).

The lean start-up methodology is explained with new methods to make the policies for the entrepreneurs. It provides a broad way to think and initiate business. Furthermore, lean start-up methodology offers a unique context for coaches, which helps create innovative entrepreneurs. The lean start-up methodology provides the guidelines that are being executed in the seminars, lectures, and coaches offered for start-up entrepreneurs. These guidelines enable the instructors to develop and structure their methodologies to organize business sessions for females entrepreneurs (Mansoori et al., 2019). However, these coaching sessions generally aligned the practices such as customer collaboration, assumption development and validity, and data analysis. These are all theme's main focus of the lean start-up method.

Further, methodology Practices are entrenched inside of the coaching, and that contribute toward regularities and indiscretions in the practice of coaching (Ladd et al., 2015; Pauwels et al., 2016). The literature review highlighted the importance of innovative work behaviour using a lean start-up approach in business coaching for women entrepreneurial behaviour although, the literature review suggested that the significance of entrepreneurs coaching in depth. Further, past studies identified the existence of coaching except the provision of detailed examination for coaching practices with entrepreneurs' relationship (Adomdza, 2016).

To achieve the goal based on the above arguments, the study has proposed three-fold objectives. Firstly, to investigate the effect of the lean start-up approach on innovative work behavior. Secondly, it also investigates the mediating role of business coaching between the lean start-up approach and the innovative work behavior of women entrepreneurs' solar energy sector in Peru. Third, to examine the importance of women entrepreneurship because social business activities begin to target females in energy services have developed. Females have a fear that they have less chance and hard to find customers. Entrepreneurial programs are urging females to become energy business visionaries are growing up because of the equally helpful capability of different joint objectives such as expanding

financial exercises for females and offering new chances for family interests in education and wellbeing (Dutt et al., 2016; Tirumalsety & Gurtoo, 2021). The research questions are directing does the combination of lean start-up methodology affects women's innovative work behavior in business. Secondly, does the lean start-up methodology affect business coaching. Third, what is the effect of lean start-up methodology on innovative work behavior of women entrepreneurs through business coaching.

The study contributes to implementing lean startup methodology to give business coaching to women entrepreneurs to develop innovative work behavior in the solar energy sector of Peru. It increases the understanding of the role of coaches and sessions regarding formation and content. Due to significance, the study suggests the directions of lean startup methodology in coaching sessions and examines this approach's effect on the organization structure. Moreover, the study contributes to women entrepreneurs understanding the business skills they need to develop to start their businesses. They can think of an innovative way to enhance the business, understand the measure and evaluation of performance, and get desired outcomes. Besides, institutions can adopt the teaching methodology according to lean start-up methodology from a teaching perspective. It contributes in all developed and developing countries for policymakers to make policies for entrepreneurs in convenient ways towards the development of business skills.

2. Literature Review

2.1. Innovative work behavior in women entrepreneurs

A business venture expresses the capacity to capture thoughts and convert them into products and services and launch them into the market (Johnson, 2001; McDougall & Oviatt, 2000). Business activities assume a critical part in elevating developing countries' economies (Vasudevan & Paralkar, 2016). Bruni, Gherardi, and Poggio (2004) collected previous investigations to reveal the understandings they contained to make a female business model. Their model incorporated various situations; for example, a young female establishes her own business to struggle for unemployment, a female whose work is identified with dealing with a business as per family convention, a young female who has an undeniable thought of where she needs her work or venture to go. Moreover, the model also incorporated a woman setting up her business in general public with a culture that does not acknowledge the possibility of a female building up her own business and finally, a woman who has left her position or her career to attempt family duties and is getting back to business for self-achievement or financial reasons.

In the rapidly evolving conditions, products have a more limited life expectancy, which influences their development measures in business. Therefore, associations need to grow new products, services, and processes with a consistently short span between developments. Ideas' generation and transformation of those ideas into useful and beneficial products and services are significant for business (Han et al., 1998). As a requirement of new ideas and development, solar energy deficiency is a significant challenge in developing countries (IEA 2015). Bouzarovski (2014) describes energy neediness as a family's failure to manage, secure, or access actually and socially adequate energy services. The economic improvement of a nation is beyond the state of creativity without females. Females' support and strengthening is a significant way for a nation's development, and the business venture is the most appropriate choice accessible to them (Ismail & Rishani, 2018).

Clancy et al. (2007) contend that the gendered idea of energy poverty has frequently been neglected. Even though energy destitution influences men and women, the influence of home energy supply unequally influences females and young females in countries and low-income and developing nations due to their traditional socio-cultural aspects. It influences not exclusively females' safety as females incline to face experience from smoke in ineffectively ventilated homes but in addition, their time neediness and work commitments as females are ordinarily both liable for home activities, for example, fuel assortment and the home tasks related with fuel use (Clancy et al., 2007; Oparaocha & Dutta, 2011). Dirty energy included oil, gas, and coal, are challenges for these activities, and in this

manner, an improvement inventiveness that encourages energy access for females regularly gives advantages to children. Females have an unequal burden of child care and educating, which interprets directly to their duty to accommodate their schooling and wellbeing.

However, innovative work behavior can encourage innovation in the work environment by incorporating teamwork to develop and execute innovation measures (Pratoom & Savatsomboon, 2012). Innovative work behavior is characterized as having working behavior coordinated to generate or introduce the idea for potential application in the organization about beneficial products and services (De Spiegelare et al., 2012). Scott and Bruce (1994) express that innovative work behavior is a multi-layered process, and its problems all part of innovation procedure, which generally incorporates creativity with its application of stages. As per De Jong and Den Hartog (2010), innovative work behavior includes exploring and creating new ideas that are new or adopted with the support and implementation of ideas. Following the perspective of De Jong and Den Hartog (2010), innovative work behavior contains four interconnected arrangements of behavioral practices, in particular (1) exploration of idea (2) generation of an idea (3) championing the idea (4) implementation of the idea.

Innovative work behavior usually begins with an exploration of ideas from acknowledging opportunities and problems that should be solved. Exploring ideas incorporates looking for new techniques or thinking of different strategies to create existing products and services in favorable processes (De Jong & Den Hartog, 2010; Ong et al., 2003). Generation of the idea is commonly about the perfection of new solutions and unique or innovative thoughts for difficulties, doubts, or risky issues Dorenbosch, Engen, and Verhagen (2005). Championing of the idea is communicated as preparing support, convincing, and encouraging significant hierarchical individuals for creative ideas (Madrid-Guijarro et al., 2016). Finally, the implementation of the idea is indicated as a revolution of innovative ideas into real outcomes. Implementation of ideas covers the improvement of new products, services, and the execution of ideas inside the business (Caniëls & Rietzschel, 2015). The foundation of globally the innovative work behavior in developing countries has given growth to innovation in business, particularly with the integration of information updated technology, usage of computers, and e-practices (Khan et al., 2012). According to developing countries, in Peru, there is a great need for innovative work behavior of women entrepreneurs in the solar energy sector to reduce poverty.

2.2. The lean start-up approaches

The lean startup method is the exploration of opportunity that emphasizes experimentation. Mintzberg et al., (1976), who represents that effective search and iterative plan of activities are unstructured, help strategic decision-making. This research contains two components lean start-up approach, entrepreneurial coaching, and women's innovative work behavior start-ups. This study will also present these factors and investigate the interconnected relationship among these components through quantitative analysis. The lean start-up approach was encouraged by lean manufacturing. Lean manufacturing is known for minimizing wastage and enhancing resources (Ries, 2011). The concept in this approach is suggestive contributions "Disciplined Entrepreneurship," "discovery-driven planning," and "probe and learn" (Sull, 2004). This approach assists with combining different methods and theories, for example, model design to think, Development of a framework for the customer, and principles for active software development (Steve Blank & Dorf, 2012; Brown, 2008). Most important that this methodology confirms learning through some determined experiments. These experiments included bearable loss and elasticity in practical implication (Frederiksen & Brem, 2017).

The lean start-up approach is a structured, strict information and distinctive language. However, this methodology can be seen in purposive as a symbolic boundary and supports applying the method to demonstrate their proficiency (Koskinen, 2005). Accurate learning can be increased through the testing process of framed assumptions. Therefore, the examination of accurate empirical figures can also be found by the actual customers (Maurya, 2012).

The lean start-up method is the returning process, which contains three types of activities. Firstly, Entrepreneurs separate their ideas into conclusive assumptions and then direct them into a working model for business as testing assumptions (Osterwalder et al., 2005).

This pictorial picture covers all aspects, which can be positively confirmed for that entrepreneur. The second phase, directed by the entrepreneurs, involves testable assumptions that can be relatively connected to their entrepreneurial ideas (Ries, 2011). Therefore, there can be seen criticality of the outcomes for the running process contains the sequence of tests.

One method is to prepare an assumption “minimum viable product” for the test. Minimum viable product (MVP) contains a minor set of attributes, which can be built with minimum resources and time. Its offers the information to entrepreneurs about valid or invalid assumption (Ries, 2011). After the testing, the invalid assumption can be replaced with new assumptions, and then the retesting method will be started. This process can end up when received a reliable assumption. In the end, entrepreneurs determine with enduring assumptions that will result from interaction with targeted customers. However, the main idea of the lean start-up approach about which product is fit in the market. “This information is related to the idea of product in the market and then how the customer offers much value against this product (Steve Blank & Dorf, 2012). The study suggested that experiments are a primary element of the affected approach to starting a new business.

Along with its process, entrepreneurs test the hypothesis (Chandler et al., 2011). Based on the firm's theoretical perspective, the study contends that entrepreneurs are planners who integrate all imaginary prospects into models and assumptions. After that, submit these hypotheses to logical reasoning and social testing (Felin & Lakhani, 2018).

Theorizing, testing, utilizing information from tests for cognitive change, and rehashing the process until the business person arrives at an approved and adaptable plan of action is an iterative procedure. At the point when conceptualizing lean startup as an iterative procedure, two questions raised. The primary question is about the components of this procedure that we have to use to operationalize the lean startup concept. As such, what are the movements that projects perform whenever they use the lean startup to investigate the opportunities to startup? Second, when we comprehend these movements, we can examine if these actives are identified with execution in ventures. As a heap of activities, the lean startup can be conceptualized as an ability (Harms & Schwery, 2020). Therefore, this ability collection can help business people grow better speculations about an appealing business opportunity (Felin & Zenger, 2017).

Further, it is also permitting business visionaries to be quicker in building up these hypotheses by helping business visionaries to fabricate insight, create standard working strategies, and increase self-confidence (Bakker & Shepherd, 2017). This process's actual objective is to give women entrepreneurs guidance for the business model's actual findings. This study starts to address these questions by depicting women entrepreneurs then utilized for operationalization and investigation. Moreover, this study creates and examines the operationalization, discussion about its practical implications of their innovative ideas.

2.3. Business coaching

Business coaching is a supportive tool for entrepreneurs who support entrepreneurial involvement to increase the required skills. The main to coaching is specific learning for entrepreneurial activities. Often, coaches offer solutions to solve specific problems and develop the skills to assess the background where these problems are raised (Cox et al., 2014; Van Weele et al., 2017). Coaching consists of methods that support entrepreneurs with a lack of skills, experiences, and knowledge to start their programs. Moreover, it can provide help in entrepreneurial solutions to entrepreneurs. Although it is important but not necessary, the relationship in entrepreneur-coach is defined by the background to start-up and coaches' practical life experiences (Britton & Anderson, 2010).

Some factors affect the effectiveness of the connections between entrepreneurs and coaches; the power of equality between two aspects of the relationship in coaching, cultural learning is

encouraged, efficient communication, and tools used in progressive efforts (Cox et al., 2014). Orderly, there is a need to avoid hierarchy to encourage trust and openness in the relationship of Entrepreneurial coaching (O'Broin & Palmer, 2009). Moreover, the communication can be helped effectively by practices like listening, describing, promoting reflection, and questioning. It can be revealed validated tools for combined learning (Cox, 2013). Therefore, the value of these relationships influences productive learning through easy and quick learning practices. Three types of relationships in Entrepreneurial coaching are functionalist, evolutionary, engagement. Coaching practices' desired results are additional changes in routine activities; no need to reconsider entrepreneurs in existing values and norms. Functionalist coaching is moralistic, directive, and recommendatory in principles. Outcomes of this learning are individual learning, and the disadvantage of this method is that entrepreneurs can be disconnected and incorporeal, and passive (Brockbank, 2008).

In involvement of coaching and functionalist education and get desired results are increasing improvement in practices. At the same time, the conservative prevailing values and norms happen in a non-directive manner. However, in adopting a humanistic approach, it diminishes the hurdle of entrepreneurs (Brockbank, 2006). However, the relationship shows the high values in the development of learning and change. In this style, the learning results are in single-loop, but it contains a probable reflection (Brockbank, 2006, 2008).

Moreover, business coaching helps to develop and learning in ownership. The key distinctive feature in evolutionary coaching is the stage that provides the reflective discussion with entrepreneurs (Brockbank & McGill, 2012). Characterize the coaching as an individual help that objectives business visionary of new beginning-up or a development organization intending to meet a specific need to obtain, advance, and improve expertise (Audet & Couteret, 2005).

Based on the definitions, affirm that training is a multidimensional idea that features numerous sorts of instructing, for example, mental, proficient, playful, and passionate mentor and the presence of numerous entertainers similarly mentor, workers, and supervisor (Wilson & Beard, 2013). Moreover, some exploration does the definition subject and emphasis on the training structure, contending that the idea of the relationship among performers and the types of coaching differentiate informal to formal coaching (Havighurst et al., 2013; Rocchi et al., 2013). For example, formal training wants conventions, structure, and plan through informal training requires the acknowledgment of performers. For sure, passionate and mental training is needed in an informal relationship, while professional training is needed in a proper relationship. During the training cycle, most past examination ventures have attention to the time span of performers' relationship. For example, a few examinations contrast individual training from combined training (Bruneel et al., 2012; Wilson & Beard, 2013).

The procedures support the idea that the fixed target, differentiation, and performers. Besides, combined training is formalizing and attempts to arrive at mutual objectives through informal training includes individual and expects to determine individual issues or fulfill individual needs (John & West-Leuer, 2013). A few scientists center around the instructing measurements and entertainers and note that mentors, successors, and content are the significant ones (Devine et al., 2013). The decision of a good mentor is missing in the literature. Therefore, a few experts noted that the decision-making depends on some targeted criteria, such as mentors' capabilities and information, learning ability, and interactive capacity (Devine et al., 2013). For example, the mentor in the progression act remains a specialist, sociologist, psychologist, consultant, or relatives who can tackle social and individual issues and give surety successor transformation and connection. Moreover, business visionaries, representatives, or people indicating a temporary or permanent need end up being coaches (Myers et al., 2005).

Despite numerous inalienable troubles during the transmission cycle, the successor is the previously mentioned coaches. Although the literature does not give standard attributes of the coaches, it just modifies them as responsive, looked to utilized plans and strategies and disbelieving to specify that the absence of confidence declines the training's quality while the time span, tools, and

fixed targets, place and the capital are the components of coaching criteria (Laschober et al., 2013). The study asserts that the training measurements are restricted to the mentor's concern, the mentor's implementation of principles, and the mentor's desire for innovative presentation. Most of the past examination treats each part alone and overlooks the synchronous investigation of the various measurements. Each part's investigation is independently contended by how the mentor and the coaches must be chosen before picking the training principles. While the mentor and successor choice depends on certain rules and alluding to their requirements, furthermore, the mentor's sympathy situates the quality of the move, though the instructing norms can be fixed by both the concerned performer and alludes to the organization and performers needs and inspiration (Audet & Couteret, 2005). The presence of the three measurements prompts the presentation of the training practice. Therefore, the nonappearance of the three measurements prompts the failure of coaching in entrepreneurial practice. The absence of one or two measurements discovers the firm on the minor achievement or the negligible failure circumstance. In the perspective of women's innovative work behaviors, coaches participate in an evolutionary approach that invests time in supporting thought. The lean start-up approach is considered value able approach in coaching. Reflecting on these thoughts helps in learning and enhancing the business activities except direct the women entrepreneurs. There are following hypothesis need to test:

H1: There is a positive relationship between a lean start-up approach and innovative work behavior.

H2: There is a positive relationship between the lean start-up approach and business coaching.

H3: There is a positive relationship between business coaching and innovative work behavior.

H4: There is a positive mediation role in business coaching between Learn and innovative work behavior.

2.4. Organizational creativity Theory

The organizational theory of creativity was developed by (Woodman et al., 1993). They indicated that organizational creativity "the initiation of useful and valuable products and services, idea, method, or process by people cooperating in an obscure social framework." Creativity has two main definitions; firstly, creativity is characterized as creating new and valuable ideas or solutions (Amabile, 1983; Bursell & Selker, 2002; Gaspersz, 2005; Sternberg, 1988; Woodman et al., 1993). Second, it is characterized as the psychological process that permits individuals to formulate new and valuable thoughts (Gaspersz, 2005; Mayer et al., 1999). The first definition alludes to idea processing or problem-solving of the actual idea or problem (Amabile, 1983; Sternberg, 1988). The second concentrates essentially on the psychological process. Amabile (1983) indicated this psychological process happens in five stages: issue or task introduction, preparation, response generation, response validation, and result.

Further, measuring the mental process is challenging and must be finished using costly research facility tests. Generally, creativity is estimated by questionnaires and evaluations of the innovative result (Smith et al., 2000). In that sense, inventiveness is characterized as the creation of new and helpful thoughts or arrangements. Csikszentmihalyi (1997) added to this definition that creativity should be the creation of new and useful ideas. Completely, organizational creativity can be deciphered by forming significant, valuable new products, services, thoughts, techniques, or processes by people cooperating in an unpredictable system (Woodman et al., 1993). With this article's end goal, creativity is seen as creating new and helpful thoughts or arrangements by at least one person inside a workplace.

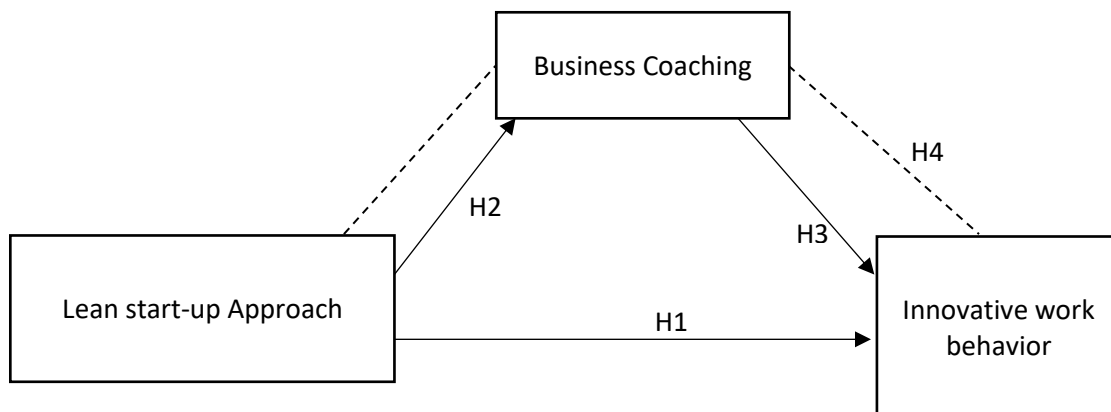
According to the theory in this investigation, a lean start-up is a tool and method that business people can utilize to manufacture their endeavors quicker and at a lower cost. It depends on the possibility that business visionaries should make certain hypotheses about their endeavor functions and implement them in a specific market. However, these definite assumptions can be put to experimental tests in this present reality. These tests' objective is to de/approve these suspicions and

improve comprehension of how another endeavor can truly work. In what is known as the assemble measure–learn circle, which is designed according to the observational cycle, business people perform research about the achievement factors of their endeavor by testing their suspicions. In doing such, lean start-up is a strategy for pioneering learning, with learning characterized as an everlasting change in knowledge and skills created by experience (Tegano, 1990). All the more definitely, it is a case of experiential learning in that business visionaries learn while testing in actual situations. In new pursuit groups, lean start-up turns into a case of gathering based experiential learning.

Advancement in technology and innovation the executive's researchers may realize the lean start-up approach contains the disciplined entrepreneurship, lean start-up, Hypotheses are driven enterprise, test and learn (S Blank, 2013; Eisenmann et al., 2011; Sull, 2004). These methodologies highlight fundamental early client contact reflected experimentation and speed of learning in a technological change. It broadens the appropriateness of lean start-up from new dares to develop organizations to decrease fuzziness in the front of technologies (Stevens, 2014). Lean start-up is not just utilized as a methodology applied by an ever-increasing number of business visionaries worldwide yet also turns into a system of enterprise education (S Blank, 2013; Steve Blank et al., 2013).

The many studies investigated that organizational creativity theory as gathering based on experiential learning is a setting wherein entrepreneurs gain knowledge and skills bout business enterprise to display relatively close what genuine business visionaries need to know and do. In this paper, organizational creativity theory is used in the context of a lean start-up approach. The learning procedures might be related to the individual and direct evaluation of business enterprise information and with a bunch-based developmental evaluation of authority of abilities.

Figure 1. Conceptual Model



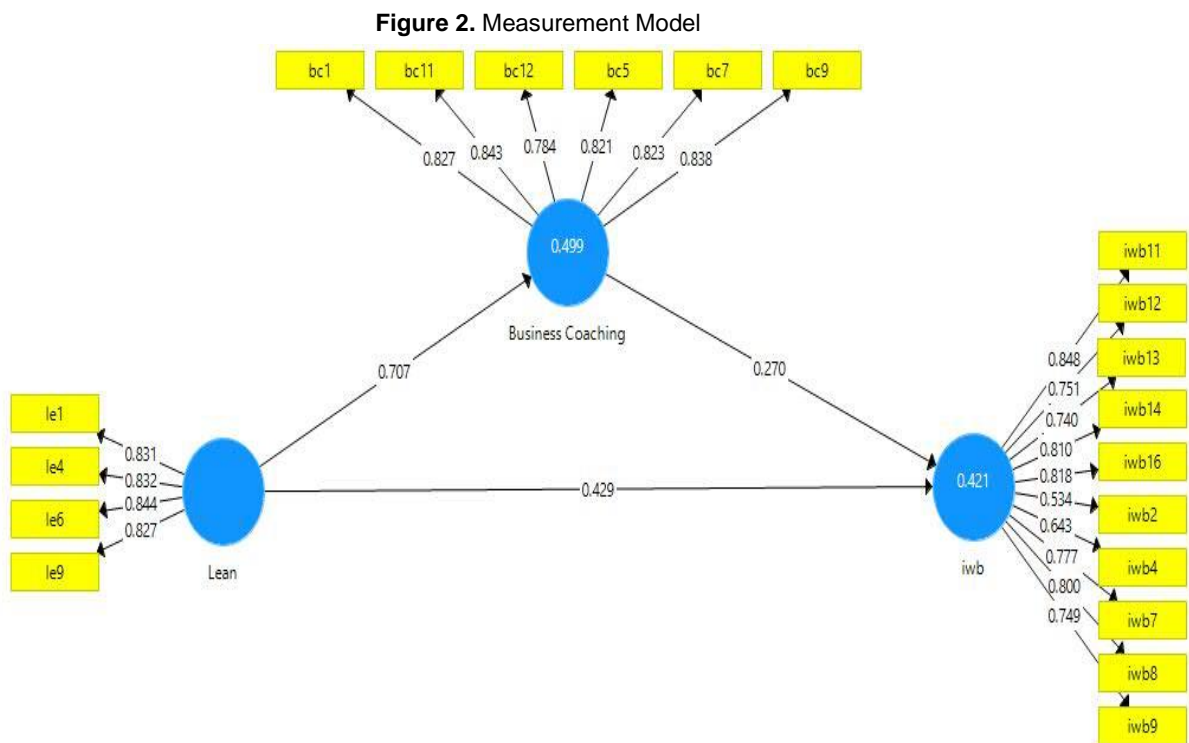
3. Methodology

The study investigates the lean start-up approach and innovative work behaviors in women entrepreneurs. Further, to investigate the mediating effect of business coaching between learn start-up approach and innovative work behaviors. A Quantitative method was used in this study for data collection through a structured questionnaire. This study consists of the sample for data collection is women entrepreneurs in the solar energy sector from Lima, Peru.

Structure questionnaire adopted from previous studies. Moreover, the lean startup approach measured by 5 points Likert scale was adapted (Harms & Schwery, 2020). Business coaching items adopted from (Matlay et al., 2012). The innovative work behavior items were also adopted by (Janssen, 2000; Kleysen & Street, 2001; Scott & Bruce, 1994). Pilot testing was conducted for the assessment of a reliable and valid scale. Data collected from respondents in four months. Convenience sampling used for data collection and a questionnaire was distributed to women entrepreneurs electronically. There were 250 questionnaires distributed and got a response from 200 respondents. The response rate is (80%).

4. Data analysis & Discussion

Smart PLS is an advanced tool to analyze the structural assessment model. This study utilized the Smart-PLS 3.3.2 to apply structural equation modeling (Hair Jr et al., 2016). However, the study utilized the 200 questionnaires for accurate assessment and structural model (Henseler & Fassott, 2010). Demographic statistics show that women entrepreneurs' marital status includes 52 single, 70 married, 47 divorces, and 31 widows. Further, 28 females are in the range of 20-25, 36 females are in the range of 26-35, 64 females are in the range of 36-45, 73 are in the range of 46-55. Moreover, 81 have primary education, 52 have a diploma degree, 36 have bachelor's degrees, and 31 have higher education.



This result shows the three constructs in the framework of the study. The independent variable is the Lean start-up approach (Lean), dependent variable includes Innovative work behavior (iwb) and the mediating role of business coaching.

In Table 1, the outer loadings of these variables should be greater than 0.70. It is desirably reliable and valid for the study. Comparatively, below 0.40 need to be removed due to have reliability and validity issues because it completely depends on outer loadings. (Hair Jr et al., 2016; Tabassum et al., 2020). In this study, some values are below 0.708, but there is no reliability and validity. Moreover, the VIF shows the variance inflation factor, which indicates the multicollinearity issue in variables. Based on no multicollinearity issue, that should be less than 3 in the study.

Table 2 shows the construct reliability and validity. The Cronbach alpha, rho_A, Composite Reliability should be greater than 0.70 (Sarstedt et al., 2019). In this study, all value is greater than 0.70 it is mean all construct is valid and reliable. Further, the (AVE) average variance extracted should be greater than 0.50. the results show that all value is greater than the threshold.

Discriminant validity

Table 1. Outer Loadings and multicollinearity

| | Business Coaching | Lean | Innovative Work Behaviour | VIF |
|-------|--------------------------|-------------|----------------------------------|------------|
| bc1 | 0.827 | | | 2.422 |
| bc11 | 0.843 | | | 2.390 |
| bc12 | 0.784 | | | 1.932 |
| bc5 | 0.821 | | | 2.329 |
| bc7 | 0.823 | | | 2.326 |
| bc9 | 0.838 | | | 2.418 |
| iwb11 | | | 0.848 | 4.943 |
| iwb12 | | | 0.751 | 2.042 |
| iwb13 | | | 0.740 | 2.142 |
| iwb14 | | | 0.810 | 3.229 |
| iwb16 | | | 0.818 | 3.420 |
| iwb2 | | | 0.534 | 1.327 |
| iwb4 | | | 0.643 | 1.430 |
| iwb7 | | | 0.777 | 2.676 |
| iwb8 | | | 0.800 | 3.904 |
| iwb9 | | | 0.749 | 3.220 |
| le1 | | 0.831 | | 1.915 |
| le4 | | 0.832 | | 1.964 |
| le6 | | 0.844 | | 2.035 |
| le9 | | 0.827 | | 1.833 |

Table 2. Construct Reliability and Validity criteria

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|--------------------------|-------------------------|--------------|------------------------------|---|
| Business Coaching | 0.905 | 0.906 | 0.926 | 0.677 |
| Lean | 0.853 | 0.854 | 0.901 | 0.694 |
| Innovative work Behavior | 0.917 | 0.930 | 0.928 | 0.566 |

Table 3 and table 4 indicated that discriminant validity. It depends on Fornell and Larcker as well as the Heterotrait-Monotrait ratio. In Fornell and Larcker table 3, diagonal values should be greater than all remaining values. In this study, diagonal values of Fornell and Larcker greater than from remaining values. Comparitively, the HTMT values in table 4 should be less than 0.85 that shows the lack of discriminant validity issue (Hair et al., 2019). In this study, HTMT values are less than 0.85 that indicated no issue of discriminant validity.

Table 3. Fornell- Larcker Criteria

| | Business Coaching | Lean | Innovative work Behavior |
|--------------------------|--------------------------|-------------|---------------------------------|
| Business Coaching | 0.823 | | |
| Lean | 0.707 | 0.833 | |
| Innovative work Behavior | 0.573 | 0.620 | 0.752 |

Table 4. Heterotrait-Monotrait Ratio (HTMT)

| | Business Coaching | Lean | Innovative work Behavior |
|--------------------------|--------------------------|-------------|---------------------------------|
| Business Coaching | | | |
| Lean | 0.801 | | |
| Innovative work Behavior | 0.534 | 0.612 | |

Figure 3. Structural Equation Model

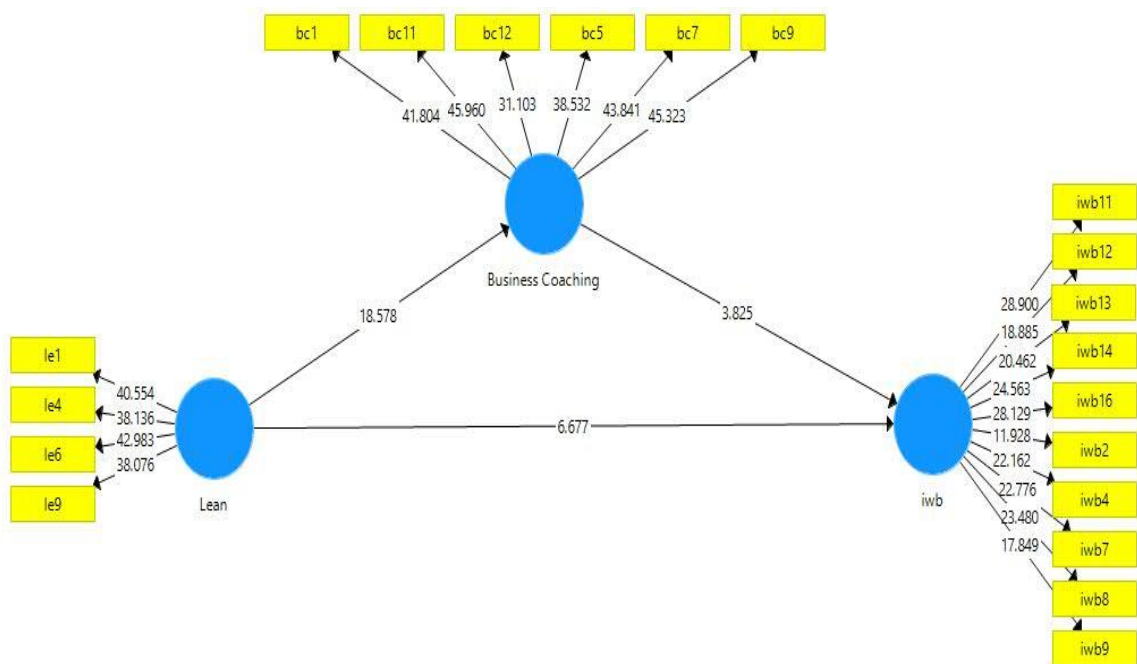


Table 5. Direct and Indirect Effects

| | Beta | Mean | SD | T-value | P-value |
|---------------------------|-------------|-------------|-----------|----------------|----------------|
| Business Coaching -> iwb | 0.270 | 0.272 | 0.072 | 3.825 | 0.000 |
| Lean -> Business Coaching | 0.707 | 0.707 | 0.039 | 18.578 | 0.000 |
| Lean -> iwb | 0.429 | 0.432 | 0.065 | 6.677 | 0.000 |

Table 5 indicated the direct and indirect effects of the framework. T-value should be greater than 1.96 and p-value less than 0.05 that shows the significance of hypotheses. This study found a positive and significant relationship between the Lean start-up approach and innovative work behavior (beta=0.270, t= 3.825, p=0.000). The study is consistent that the lean startup method impacts how business coaching relationship grows and how the development and movement of these connections

encourage learning among business visionaries. The lean startup procedure creates conflict between clients' data and the (apparent) authority of mentors. However, the business coaching method also empowers the coaching to be transformative and assumption evolving (Mansoori et al., 2019).

Moreover, Lean start-up approach have positive and significant relation with Business Coaching (beta= 0.707, t= 18.578, p=0.000). Lean Startup is viewed as an important technique by entrepreneurs in the service area who supported this research. When forward-thinking by intense adapters, it will go on as an effective business strategy that can prompt removing the waste and lower the failure rate. (Racolța-Paina & Andreea Maria Andrieș, 2017).

However, the Business Coaching found a positive and significant relationship with innovative work behavior (beta= 0.429, t= 6.677, p=0.000). However, the relationship shows the high values in the development of learning and change. Business coaching helps to develop and learning in business. The key distinctive feature in evolutionary coaching is the stage that provides the reflective discussion with entrepreneurs (Brockbank & McGill, 2012). According to the results and literature support, all hypotheses are accepted in this study.

4.1. Practical implication

This study focuses on the significant role of business coaching with a lean start-up approach to design the coaching programs. It helps to increase the innovative behavior of women entrepreneurs in COVID 19. When planning activities, the accelerators need to combine different entrepreneurial coaching and experiences theories for the business plan. This coaching and women entrepreneur's relationship is important for entrepreneurial development because they persuade the women entrepreneurs to take action in business to introduce entrepreneurial innovation. In COVID 19, online coaches' experiences are full of expert guidelines and their opinions in further achievement. Therefore, the lean startup effect business coaching for women entrepreneurs. This methodology helps experts understand how they can direct the women entrepreneurs to explore innovative ideas and get a useful idea from exploration. Further, this methodology helps to innovative idea building and implementation in actual as an entrepreneurial activity. However, the lean start-up methodology leads the challenges to plan the entrepreneurial incubation programs through business coaches.

In this regard, the coaches are considered the facilitator for knowledge and skills development rather than commanding broad experience elements. Coaches should be restricted their authoritative suggestions and advice and permit the women entrepreneurs to initiate the business innovation process. Therefore, they must provide the formulating opinions, like in subject to valid assumptions except for past experiences. Further, it may be beneficial in distributing the functions of organizers and coaches. In the accelerator programs, coaches are the organizers in which some entrepreneurs share valuable coaching experiences than the data collected from customers.

5. Conclusion

This study investigates the important role of entrepreneurial coaching between lean start-up methodology and innovative work behavior of women entrepreneurs in Peru. This study's findings are that the lean start-up methodology has a significant impact on innovative behavior and has a significant impact on business coaching. This methodology also commands the organizing and content for the coaching sessions and provides the initial mutual point for discussion. The lean start-up approach also drills trust, inspiration, and valuable communication with instructors, helping change women entrepreneurs' thinking behavior. Moreover, this approach contributes to the progressive coaching method that aims to transform women entrepreneurs. This outcome compares with direction entrepreneurial coaching, which more inclines toward functional style. However, contradicting this lean start-up approach's ideas, coaches do not seem as unbiased facilitators to guide the women entrepreneurs following any methodology. Relatively, there were perceived authoritative suggestions are more valued than data. The organizing of coaches must be based on vicarious method,

which can quickly increase women entrepreneurs' broad knowledge and affect their interpersonal interactions.

5.1. Limitation and Future Research

This study was conducted on just women entrepreneurs, but future research should investigate the different coaching styles in entrepreneurial incubation programs and how it will affect the innovative work behavior in men entrepreneurs. Further, Solar energy business especially focused in this study, the validity of methodology should be investigated according to the other business nature of entrepreneurial development. This study investigated the innovative behavior of women entrepreneurs, but further should be investigate with male entrepreneurs in the solar energy sector. Moreover, research should examine how vicarious methods and experimental learning are affected by the lean start-up approach and other entrepreneurial strategies. Future research should examine the suitable and specific online coaching styles and methods promoting women entrepreneurship in COVID 19 pandemic situation. This study is based on a quantitative method, although future research should be conducted on advance mixed methodologies on women and men entrepreneurs. This study involves developing economic activities within national boundaries. It should be examined to expand the business globally.

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