

CHAPTER II

REVIEW OF

LITERATURE

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In the earlier chapter, the researcher has discussed about the various aspects of entrepreneurship, particularly female entrepreneurship and why it is the focus of study.

In this chapter, the researcher has provided various studies which have been undertaken at International and National levels with specific focus to fostering women entrepreneurship. The researcher has also gathered various published articles on women entrepreneurship and incorporated them in this chapter.

On a concluding note, the researcher has provided the significance of her research based on the research gaps found in all previous studies.

Concept of Entrepreneur

The term entrepreneur is being defined in many ways. The concept of entrepreneur varies depending on the level of development, thoughts and perception as well as from one time period to the other. Initial effort to define entrepreneurship is found in the writings of Richard Cantillion (1755) who defines entrepreneur as a person who pays a certain price for a product to resell it at an uncertain price, thereby making decisions about obtaining and using resources while consequently assuming the risk of enterprise. A significant face in Cantillion's argument is that entrepreneurs would always look for the best opportunities for using resources for their highest commercial yield leading to economic growth and development. Accordingly, if an individual can grab the opportunity, then s/he has trait of becoming entrepreneur. Similar definition is found in Adam Smith's writings (1776), whereby he defines an entrepreneur as an individual who undertakes the formation of an organisation for commercial purpose. According to him, an entrepreneur is a person with unusual foresight who could recognise potential demand for goods and services. According to him, entrepreneurs respond to the economic change, thus becoming the economic agents who are responsible for transforming demand into supply taking care of the needs of the economy and society.

Say (1803), described entrepreneur as one who possessed certain arts and skills of creating new economic enterprises, yet a person who had exceptional insight

into society's needs and was able to fulfil them. In this definition, Say has combined the 'economic risk taker' of Cantillon and 'industrial manager' of Smith into unusual character. Say's entrepreneur is influenced by creating new enterprises and at the same time is inclined by society's requirements and fulfils them through rational management of resources. According to him, entrepreneur tends to have both the qualities rather than just one quality.

Mill (1848), described entrepreneur as a business founder, and this 'fourth factor' of economic endeavour has been ingrained in economic literature as encircling the final ownership of commercial enterprise. Therefore, Mill's entrepreneur is the owner and founder of his/her business enterprises. This also means that in absence of this fourth factor of production an economy cannot develop and prosper.

Menger (1871) also defines entrepreneur is a change agent who transforms resources into useful goods and services, often creating the circumstances that lead to industrial growth. Menger also looked upon entrepreneur as a smart individual who could visualize this transformation and generate the means to execute it. "Entrepreneur is able to see both extremes and envision ways to transform the raw material into a useful commodity". According to Menger, entrepreneur should have vision to foresee the future, transform, and produce useful commodity.

Schumpeter's definition (1961) saw a turn in the concept of an entrepreneur whereby he defined an entrepreneur as a dynamic agent of change; or the catalyst who transformed increasingly physical, natural and human resources into corresponding production possibilities. According to Schumpeter, "entrepreneurship connotes innovativeness and an urge to take risk in the face of uncertainties and intuition, i.e., a capacity of seeing things in a way, which later prove to be true".

All the above-mentioned definitions prove that there has been considerable research on what promoted entrepreneurship in different societies and economies. Different definition at different point of time emphasize on a variety of factors under different circumstances. In addition, these definitions show that various economists emphasized the existence of economic opportunities and incentives

as essential for progress of entrepreneurship. The critical analysis of these various definitions however, brings out certain common characteristics. These include the perceptions of economic opportunities, technical and organisational skills, managerial competence, and motivation to achieve results. The entrepreneur has a potential to envision future and exploring the opportunities for gainful purpose. In addition, the various concepts and theories propounded by researchers appear to point that the emergence of entrepreneurs in any society directly depends upon interlinked economic, social, cultural and psychological variables.

Women Entrepreneurship

The definition of entrepreneurship has never been differentiated on the basis of gender and can be extended to women entrepreneurs without any restrictions. "Women entrepreneurs are defined as the women or group of women who initiate, organize and ran a business enterprise. In terms of Schumpeterian concept of innovative entrepreneurs, women who innovate, duplicate or adopt a business activity are called women entrepreneurs" (Khanka, 2006). So women also have the same abilities like men to start a business venture and run their enterprise successfully.

Government of India defines a woman's enterprise as "an enterprise owned and controlled by a woman and having a minimum financial share of 51 percent of the capital and giving at least 51 percent of employment to women". However, this definition may prove to be practically dysfunctional. The simple reason is, women entrepreneur may like to employ male workers sometimes or it may so happen that she is managing business at her own without employing any one in her enterprise.

Similarly, **Ganesan** also defines women entrepreneurs as women or a group of women who initiate, organize and operate a business enterprise. "Women who innovate, initiate or adopt an economic activity can be called as women entrepreneurs" (Ganesan & Duraipandian, 1999)

The above-mentioned definitions consider that women are also innovative, can organise and operate business. They are in no way different from their male counterparts as far as managing business is concerned. Thus, a woman can also

become a successful entrepreneur who is capable of managing her enterprise, and thereby contributing significantly to the economic health of the country.

Women Entrepreneurship has been a recent concern. The number of women-owned businesses have grown tremendously and are proving to be a successful segment of the business world. (Mehta & Parekh, Women Entrepreneurs: Leading the Way Ahead, 2014) According to the Women's Global Entrepreneurship Study conducted in USA, UK and India, commissioned by Dell (2012), it has been found that the ideal country for women starting a business in 2012 could well be India. (Lal, 2014)

Women are to be reached and motivated, so that they extend a helping hand to men in their entrepreneurial venture and the women too, take some enterprises. The entrepreneurial women are simply the women who want to start their own business. The most significant characteristic associated with entrepreneurs are the need for achievement, support, independence and leadership.

Characters in social status of women are inevitable. Psychological dependency of the business women on their family members in decision making. To share the family responsibility along with entrepreneurial responsibility. The personality traits of the women in communicating with others. Lack of interest and proper exposure to the things leading to run enterprise with binomial names of women. Lack of proper training before entering into the business. Interested in routine matters only and not involving in innovative ventures. Lack of marketing orientation in entrepreneurship. Inability to differentiate entrepreneurial functions from other functions like management, production and speculation.

Women are key drivers of the Indian start-ups.

Category of Workers (Main & Marginal)			
(i) Cultivators	Persons	5,447,500	21.99
	Males	4,244,449	23.58
	Females	1,203,051	17.78
(ii) Agricultural Labourers	Persons	6,839,415	27.61
	Males	3,649,591	20.27
	Females	3,189,824	47.14
(iii) Workers in household industry	Persons	343,999	1.39
	Males	210,561	1.17
	Females	133,438	1.97
(iv) Other Workers	Persons	12,136,833	49
	Males	9,896,313	54.98
	Females	2,240,520	33.11

(Source: PCA 2011)

Figure showing Census data of workers in Gujarat.

From the above figure, it is evident that almost 33% females fall in the category of other workers. All persons engaged in 'work' defined as participation in any economically productive activity with or without compensation, wages or profit. (Menon, 2015). The Main workers are classified on the basis of industrial category into the following four categories:

1. Cultivators
2. Agricultural Labourers
3. Household Industry Workers
4. Other workers

Thus, there is a substantial evidence of women engaged in entrepreneurship within Gujarat. Engagement in entrepreneurship can mean either they are economically engaged in their family enterprise, are partners in business or they run an enterprise on their own. The focus of this study is only those women who are successfully running enterprises on their own within the state of Gujarat. The Gujarat Chamber of Commerce and Industries (GCCCI) has a special Business Women's Wing (BWW), which has enlisted women entrepreneurs within

Ahmedabad. Similarly, The South Gujarat Chamber of Commerce and Industries (SGCCI) also has a Ladies Wing that has listing of Women Entrepreneurs within Surat City. The Vadodara Chamber of Commerce and Industries (VCCI) is working on collating data on women entrepreneurs of Vadodara whereas the Rajkot Chamber of Commerce and Industries (RCCI) does not have any such provision.

In order to get relevant data on women entrepreneurs, the research scholar put in efforts on finding out the factors that motivate women to be enterprising, the socio-economic factors impacting the enterprises as women run them, the various leadership aspects that women use and the way they balance their work life and their personal/ family life.

Following are the various studies the research scholar has come across. These studies are categorised into two major categories - International Studies and National Studies. Within these two broad categories, the research scholar has incorporated material from various publication sources like books, journals, reports and data available online. The total number of International studies are 18; the total number of National studies are 54. The worker has reviewed 11 journal articles and working papers and some unpublished work has also been referred to. These studies are arranged chronologically to show how time improvised the research approaches to women entrepreneurship.

International Studies

Martin and Roberts (1984) states that women with children often have a more continuous work life, with spells of paid work between children and an earlier return to work after the youngest child reaches school age.

Naisbutt (1985) suggests that certain opportunities and products are suited for women. The thinking is based on the assumption that the distinctly female or male imagery associated with certain industries and business sectors continue to endure and influence who does what.

Hisrich (1988) in his work pertaining to impact of strategic origin of women on growth of their enterprises reveal that a woman entrepreneur who has previous

experience in the field stands a better chance of successfully establishing her venture. Financial skills are of key importance to business survival.

Holmquist and Sundin (1988) observed that **female entrepreneurs seem to be more adjustable and adaptable than males**. Women working with husbands adapt to the business chosen by men. The most encouraging conclusion is that the females seem to be satisfied with entrepreneurship. The sense of independence and self-reliance is strong.

Kaplan (1988) in her work relating to women entrepreneurs observe that although their orientations and skills may vary, the large number of respondents are more concerned with creating employment for themselves rather than developing into entrepreneurs as defined by scholars. Non-economic reasons were often as important as the economic ones. Also, younger women found to be better educated, have better business skills and are more likely to plan and set goals; the impact of these factors on business sales, growth and profitability is less clear.

Nelson (1991) in his study on ‘**Small Business Opportunities for Women in Jamaica**’ revealed that women were concentrated in businesses which required the least capital outlay or which an extension of household activities was. Majority of women had experienced sex bias while establishing and developing. Thirty person of women however experienced an advantage being a woman.

Harper (1992) in her work with poor communities of Orissa showed that the social and academic determinants that motivate women to cross borderlines from generating no income to generating small income through self-employment, and the borderline from there to growth-oriented micro or small business, found that one major barrier for women to start or expand business is the lack of exposure of business started and their approach towards it. They had pursued traditional career paths with only a minority in the non-traditional path.

Carter and Cannon (1992) in their study on ‘**Women Entrepreneurs**’ in The Britain find out that the way women approach starting an enterprise is dominated by the stage they have reached in their life cycle, that is, their age and domestic relationships. Differentiation by personal life cycle is important as women start businesses at very different stages of life.

Hisrich and Fuldop (1993) in their work related to women entrepreneurs of Hungary found that most of the samples were married; the majority comes from middle or low income group. They were more educated than others were and were slightly more educated than their husbands were. They ventured due to their own interest in the area or due to job frustration.

Saleh (1995) observes that 75 percent of women entrepreneurs in his sample were degree holders; while in Sri Lanka, most successful women entrepreneurs belong to families with economic resources. Regarding the social background, a study of women entrepreneurs in Nepal indicated that women from the Tibeto-Burman communities are socially less constrained than those belonging to the Indo-Aryan communities in terms of entrepreneurial tendencies.

Junk Nancy (1998) in her article published in journal ‘**Work and Occupations**’ of February vol. 25(1) examines the restrictive dimensions of self-employment. The analysis is based on in-depth interviews with 46 individuals, predominantly women, who work in home-based, self-employed professional, domestic services or production ventures.

Goheer (2002) in 'A survey of women entrepreneurs in the formal sector in Pakistan' showed that most entrepreneurs were in the age group of 20-39 years. It also showed that the likelihood of a Pakistani woman being in business was greater if she lived in a nuclear family system, while the predominant mode in Pakistan is an extended family structure. Living in a nuclear family would mean that women have relatively less interaction with the older generation and are less constrained by the social and cultural influences. The literacy rate of women entrepreneurs and their family members were quite high; 97 percent of those were literate – mainly graduates and post-graduates. It shows that most women were engaged in traditional business while minorities were in non-traditional businesses, with textiles and apparel being the prime area of activity.

Carter, Sara and Cannon (2006) in their study on “Women Entrepreneurs-A Study of Female Business Owners: Their motivations, experience and strategies for success”, found women to be more effective in downstream industries such as service and retail more frequently than men”.

Verheul, Carree and Thurik (2007) in their study entitled '**The Normative Context for Women's Participation in Entrepreneurship: A Multicountry Study**'. This study analyses the participation of women in entrepreneurship and examines the impact of specific norms of different countries that support women's entrepreneurship. The study chose 41 countries for analysis. Global Entrepreneurship Monitor also found that the males' rate of entrepreneurial activity was three times more than that of females in some countries. So the participation of women in entrepreneurial activities can only be triggered by the initiatives taken by their country's respective governments as well as through an increase of the normative support for female entrepreneurship. The study concluded that a better understanding of the influencing cultural norms and values coupled with a change in the traditional beliefs embedded in the society are essential to increase the level of female entrepreneurial activity.

Global Entrepreneurship Monitor Report on Women and Entrepreneurship (2005) Women show nearly double the rate of early-stage entrepreneurship in middle-income countries than in high-income countries, with similar rates of business ownership activity regardless of country cluster. In addition, while women are most frequently motivated to become entrepreneurs by opportunity, necessity entrepreneurship is a larger motivator for women in middle-income countries. The gender gap is apparent across all countries and while it is somewhat narrower in middle-income countries, these countries are also places where the probability of a woman's business surviving is knowingly lower. Fear of failure plays a bigger role for women. Women's entrepreneurial ventures are most regularly found in the consumer-oriented sector. A shift toward the business services sector is evident in high-income countries. Women who are entrepreneurs have a tendency to fall in age between 25–44 years. It is likely that employment provides access to resources, social capital, and ideas that may aid in establishing an entrepreneurial venture. Education also is an important lever for accelerating such activity.

Countries on Role of Women in Development reports quotes, "The two facets of the role of women in production and reproduction should be conceived as complementary and interactive. In order to release women's potential for fuller participation in the productive and decision making processes, there is a need not

only for a sharing of parental responsibilities but also for institutional provisions that would benefit children and families. Women should have the right, the requisite knowledge and the resources to regulate their reproductive capacity. However, without economic independence, women cannot achieve equality. Therefore measure to expand satisfactory employment opportunities to improve their economic status and provision of the opportunities, to improve their economic status and provision of the necessary infrastructure should be treated as an important and integral part of national and international development strategies.”

Renana and Tate in their book “**Out of the shadows: Home based workers organize for international recognition**” suggests that home-based work in all of its diverse forms cannot be viewed as an artefact of traditional economics. Rather such work appears to be growing in modernizing rural economy. Further, the income it produces is not supplementary but rather increasingly vital to families and nations alike. The women who embroider are inextricably linked with the world’s largest market.

Reheim S. in his article on ‘Problems and prospects of self-employment as an Economic independence option for welfare recipients’ says that social policy makers have begun to explore micro enterprise, as a route of welfare. With the passage of the Personal Responsibility and Work Opportunities Reconciliation Act of 1996, it is important for social workers to understand the benefits and the limits of entrepreneurs’ growth so they can more efficiently influence welfare reform in the states. It also examines the problems associated with pursuing entrepreneurship as an option for achieving economic self-sufficiency and discusses the lessons learned from national studies of self-employment development programs. These studies suggest that entrepreneurship can be effective strategy for income generation and asset building for welfare recipients when the necessary supports are provided and policy barriers are removed. The potential impact of various approaches to welfare reform on self-employment is examined and recommendations for increasing the viability of self-employment as a route out of poverty are discussed.

National Studies

Lalitha D. (1982) in her book titled '**Status and Employment of Women in India**' tried to show that employment per se as against age, education, family type and place of residence plays a crucial role in raising the status of women. Employed women have more power and influence in the family and outside than unemployed women. The author made the analysis of the status within the family, at work place and in the wider society. There is hidden potential of employment that contributes to the status of women.

Singh and Gupta (1984) in their study on '**Potential Women Entrepreneurs**', found out the reasons for becoming an entrepreneur amongst the respondents. 'Economic gain' ranked as the reason of greatest importance followed by 'Keeping oneself busy'. 'Fulfilment of one's ambition' ranked third followed by 'Wanted to become independent' and such reasons. In the motivational pattern, only 13 percent of women had a high score in need for achievement while 50 percent of them had moderate score and remaining had a low score. 58 percent of the women out of the total sample of high and moderate scores gave reasons as 'Wanted to become independent' or 'pursuing my own interest'.

Singh et al. (1985) in their work of '**Successful Women Entrepreneurs**' found out the reasons or motivational factors for venturing into entrepreneurship. To keep busy, to fulfil ambition and to pursue own interest were ranked the first three respectively, followed by 'by accident' and other factors like earning money, to provide employment etc. 70.8 percent had been taking male help in running the enterprise and only 29.2 percent were operating entirely on their own. 54.1 percent depended entirely on their own resources for starting the unit, while the remaining did approach banks, relatives, government etc. High demand, skill, ready market, better prospects were identified factors responsible for selecting a particular product. 81 percent of the respondents indicated general operational problems like managing workers, marketing and recovery of dues. 48 percent did not feel that they face problems by the virtue of being a woman.

Patel (1986) points out that initial lack of confidence in their own abilities due to a particular social backdrop further deteriorates with society's lack of confidence in women as business persons, the multiple legal, procedural and statutory formalities to be completed before and after setting up a business become a

handicap for many women because of their limited mobility, also in terms of infrastructural setting. The findings show that majority have experienced discrimination when starting the business. **Young and unmarried women have been less suitable for entrepreneurial activities as the course of their own future is not in their hands.**

Rani (1986) in her study '**Potential Women Entrepreneurs**' found that the factors such as educational and income background did not influence much in women entrepreneurs' decisions to jump on the bandwagon.

Panandikar (1986) studied problems and prospects of self-employment in her paper presented at the National Seminar on Human Resources in Delhi. The paper suggested that women entrepreneurs could contribute substantially to economic development. Entrepreneurship helps women adjust her work schedule and house better.

Vinze (1987) in her research 'Women Entrepreneur in India – a socioeconomic study in Delhi' found out that women entrepreneurs opined that financial assistance from banks has been significant but procedures and formalities need to be more flexible. Management knowledge was also important and the arrangement of raw material was to be made easy, as per recommendations.

Azad (1989) in his work '**Development of Entrepreneurship among Indian Women**' states that there is a need to understand the psychological characteristics. He lists certain psychosocial factors that impede growth of women entrepreneurship: discriminating treatment from society, lack of self-confidence, poor self-image, faulty socialization, lack of encouragement, role conflict, confining to home, traditional ideology and cultural values.

Pillai (1989) states that the desire to work at the place of residence, difficulty in getting job and the desire for social recognition were the main motivating factors for self-employment. No case was found of women moving from traditional areas involving the technology and the use of science.

Anna (1990) has found that the occupational background of the father or husband provides an environment favourable to the growth of entrepreneurship among women. Author finds that highly qualified women were motivated to enter the

industry in the prime of their age. However, low education did not inhibit a few entrepreneurs. The special governmental aid instilled entrepreneurial spirit.

Shah (1990) in her study '**Fostering Women Entrepreneurship – A study of distinctive features**' conducted on three income groups, it was found that entrepreneurs who had Entrepreneurship Development Program Training were sufficiently aware of the resources like knowledge of banks, state financial corporations, governmental approvals etc. It shows that from these institutions, the higher-level staff was courteous and the lower level had indifferent attitude and behaviour to accept women in the role of entrepreneurs.

Rao (1991) in his study on '**Promotion of Women Entrepreneurship**' lists economic backwardness, lack of familial and community support, ignorance of opportunities, lack of motivation, shyness and inhibition, preference for traditional occupation and liking for secure jobs as the aspects that inhibit promotion of grass root entrepreneurship among rural women.

Srivastava and Chaudhary (1991) in their work on '**Women Entrepreneurs**' found out that women faced problems mostly in marketing of their products and approaching the banks for loans. Personal problems like time constraint and family stress is also cited. Joint family is a facilitating factor and not an obstacle for women entrepreneurs; this role enhances familial bonds and increases role satisfaction of women.

Rathore and Chhabra (1991) in their work of '**Promotion of Women Entrepreneurs – Training strategies**' state that Indian women find it increasingly difficult to adjust themselves to the dual role, being tossed between home and work.

Varshneya (1991) in his study has mentioned that over past few decades there has been a substantial increase in women's participation in the economic activities all over the world. But still they receive only about 10% of world's assets, even though they represent 50% of the world's population and do 2/3rd of the total work in the world.

Jain A. (1992) in her study '**A socioeconomic study of the artisans in Jari industry**' focused on women's role and participation in the year 1992, the result

of the study indicated that all women in Jari production have taken this activity as hereditary occupation.

Jyothi and Prasad (1993) in their study '**A profile of potential rural woman entrepreneur**' opine that the policy makers should also take a favourable attitude towards women entrepreneurs in granting licences, permissions, quota of scarce raw material, fair price fixation, order booking, quality testing and in the supply of technical knowledge.

Kirve and Kanitkar (1993) reveal that the awareness building, which was incorporated as a part of training input, proved extremely useful in building confidence among the trainees.

Singh (1993) in her work concluded that the factors impinging on the entrepreneurial manifestation of women are no different from those affecting men. Family and community setup did help and facilitate their entry into business. Self-fulfilment, autonomy and independence were the main reasons of their entering into profession and as such, money does not seem to be the solo motto. The researcher opines that there is no need for formal training, only proper education and adequate exposure.

Venkapathy (1993) in his work related to '**Entrepreneurial Development among Women**' finds that women with metropolitan urban background are more likely to participate in business and industry as against women with semi-urban background who are less professional, have less exposure, awareness and interest in business-related activities and generally lack management education background.

Sethi (1994) in her study '**Women Entrepreneurship in India**' lists economic compulsion, education, work experience and urbanization as the collective forces which has given and impetus to women entrepreneurship. The author says that availability of credit is the most binding of all regulatory, technical, marketing and other inputs. Although obtaining finance for the start-up is a common problem for men and women, yet these problems can be exacerbated for women because of their gender as well as prevalent socio-cultural variables. The author further finds that by and large, women are bound by their domestic and child care responsibilities and thus the choice of industry, the location and their areas of

operation cannot be an individual choice. She suggests that in order to break away from the traditional women's activities like garments and food into more lucrative non-traditional fields, needs a much higher investment, the help of academic institutions, GOs and NGOs.

Tulsi et al. (1995) in their study on '**Enterprising Women**' stated that women, so far, chooses traditional fields such as dress making, embroidery, knitting, foods etc but now with the change in trend, women are venturing in computers, industrial security, stock exchange etc. Factors such as business family background, family support and encouragement, independent decision making, skills in trade, credibility, interpersonal skills, disciplined approach and self-confidence helped those women in successfully launching and managing their businesses. Non-acceptance of a woman-run business was cited as a major problem in the start-up period which was overcome.

Parimalam (1996) A large number of Indian women are slowly emerging out of a system that had oppressed and exploited them for centuries. The economic needs of the family are increasing day by day, demanding the women to take up gainful employment outside the homes. Self-employment is a challenge to women as they have to play dual roles, that of housewife, mother and business executive. Developing industrial employment opportunities and entrepreneurship among women are the need of the hour.

Rani D. L. (1996) in her studies found out that more service sector entrepreneurs were employed prior to setting up their own enterprises than women entrepreneurs in the manufacturing or trading sector. Moreover, women entrepreneurs in the service sector are more educated than in those in the trading sector. Service sectors are generally not inherited and are entirely started by the women. The ease in setting up enterprise and availability of technical know-how are considered priorities by the vocation. Manufacturing and service sector women entrepreneurs prefer expanding their business, while trading sector women entrepreneurs aspire more to setup new enterprises as they are easier to set up.

Khan (1997) in his work '**Women Entrepreneurship**' advocates the self-exploration needs to be introduced in the first phase of training program to help

potential women imbibe the identity. Social responsibility should form an integral part of the module.

Singla and Syal (1997) have classified the problems faced by the women entrepreneurs into three categories i.e. Problems related to project formulation, project implementation and project operation. Group Women Entrepreneurs is suggested as a good approach as it can strengthen the individual by reinvigorating activities or skills being in danger of being exploited by vested interests. The supporting agencies should also undertake group orientation training for the members.

Verma (1998) on '**Women Entrepreneurship: A Case study of Manipur Handloom**' and found that women organised more than half of the industrial units but the major problems were lack of education and proper transport facilities.

B. Shyamala (1999) in her study "Entrepreneurship Development for Women" tries to highlight the need for women entrepreneurship, problems faced by them, existing programmes that help women to take up entrepreneurship, the institutions rendering financial support to women and suggestions regarding identified areas in which women can establish themselves as entrepreneurs. The author suggests a strategy for entrepreneurial development among women by means of providing management education as well as industrial training, enhancing indigenous techniques.

Senthil (1999) in the study "Ills plaguing Women Entrepreneurs", discusses management and managerial skill. He discusses the barriers in the way of women managers to have a successful career. These barriers are cultural, social, organizational practices, styles and legal. It is believed that they act as a major hurdle in effective development of women managers. Mostly the organizational matters decided by men are not in favour of women. Besides this, it has been noticed that there persists a wide difference in opportunities between men and women.

Rugmani Bai (1999) in her study "Entrepreneurship Development among Women -Recent Trends" discusses the entrepreneurs in the current Indian context. According to her, development of women entrepreneurship is a recent trend, it should be considered as an integral part of all development effort. The

study concentrates on the functions that a woman entrepreneur needs to perform with regard to the size of business unit, exploring new prospects for venturing new business, undertaking and handling the risk and uncertainty, innovating new products, good administration and coordination skill and supervision. The author also discusses the pre-requisites for the development of women's entrepreneurial capacity.

Sundari and Geetha (2000) examined the gender disparity in access to institutional credit. In their opinion, the disparity was gradually narrowing down over the time. The empowerment of poor rural women would be possible only if they were trained and skilled for a certain employment. According to them, skill training included enterprise development, increased access to credit, new approach to markets and social, economic and political strategies.

Raghavendra (2000) has made an article, “Enterprise Development Employment Avenues for Women”. He has opined in his study that enterprise development has the most existing opportunities for women who have not been able to emerge from the purdah of families, chores and responsibilities. In his study, he highlighted the factors that are responsible for a woman to be successful in any business venture.

Walokar (2001) showed in his study that most women-owned SMEs are ‘single product/service’ ones and no diversification have taken place. In occasional cases of diversification, the reason has been more a strategy of survival. They have only one mainline activity with low ambition for growth.

Savadi (2001) in her study, “Women entrepreneurs in India: Scope and opportunities” stated that the growth of women entrepreneurship has socio-economic significance in a country like India where economic participation of women entrepreneurs is low. They concluded that by opening a large number of Small Industrial Ventures, Women Entrepreneurs could strengthen the Industrial base, provide employment opportunities and achieve balanced regional growth. Thus, this emerging economic face of women entrepreneurs can contribute a lot to the Industrial Development of the country.

Radhakrishnan and Sellimale (2001) made a study on, “Micro-Women entrepreneurs and socio-economic empowerment-A study”. The study made an

attempt to analyse the role of women in generating income through micro-entrepreneurial activities in the fishing community. It is aimed at to build relationship between women entrepreneurs and socio-economic empowerment of the community. They concluded that the micro women entrepreneurs generate more income than their made counterparts owing to the dynamism of the women in selling the captured fish in the open market. They suggested that identifying, the export market network would further boost the fisher women's economic status in the society.

Rao and Hari Narayana (2001) in his study on, "Promotion of Women Entrepreneurship" lists economic backwardness, lack of familial and community support, ignorance of opportunities, lack of motivation shyness and inhibition, preference for trade occupation and preference for secure jobs as the factors that inhibit promotion of grass root entrepreneurship among rural women.

Rani (2002) in her study, "potential women entrepreneurs" found that the desire to do something independently were the prime motivating factor to start business activity amongst the sample respondents. The women in her sample reiterated that capacity to take independent decisions of the thought of entering into entrepreneurial areas was their own and not influenced by others. The author further found that factors such as educational and income background did not influence much in their decision to jump on to entrepreneurial bandwagon.

Suguna (2002) mentioned three dimensions of women empowerment, namely economic, social and political. The economic empowerment includes skill development, income generation and credit availability, whereas the social empowerment consists of equality of treatment, equality of respect, equality of opportunity, equality of recognition and equality of status. The political empowerment represents the process of controlling power and strengthening of their vitality.

Sharma and Dhameja (2002) in their edited book 'A Majority of Women Entrepreneurs in India' are concentrated in the light manufacturing sector (leather, garments, engineering goods, beauty products etc). The second most common category is that of services (interior design, management and placement, consultancy, nursery schools etc). This is followed by the retail trade sector with

boutiques, home furnishing, automobile dealing etc. In the 1970s and 1980s women entrepreneurs were limited to 'kitchen-enterprises' – the three Ps: pickle, powder (spices) and papad – or soft, traditionally feminine enterprises, such as garments, beauty care etc. However, from the 1990s and onwards, with better levels of education, more women have chosen for entrepreneurial careers in plastics, electronics and leather related industries. However, total women entrepreneurs incline towards ventures with low investment and lesser technological barriers.

Sinha (2003) in her article, “Women entrepreneurship in the Norht-East India motivation, social support and constraints” examines the impact of motivation and social support of women entrepreneurs. According to her study, the main motivating factor to start an enterprise was to earn money by both men and women entrepreneurs.

Goyal (2004) in his study, “Women entrepreneurship and empowerment” emphasized that to ensure women entrepreneurship development, integrated efforts by various institutions and corporations are needed. So that required assistance may be provided to potential women entrepreneurs. Entrepreneurship lies at the centre of economic development. Women entrepreneurship is the process where women take lead, organize a business or Industry, and provide employment opportunities to others, though earlier women concentrated more on traditional activities due to the speed of education. Women have changed their attitudes and diverted towards non-traditional activities also.

Inbalakshmi (2004) in her article on “Development of Women Entrepreneurs” says that the present social structure has not fully accepted the idea of women as an equal partner of man. According to her the government and other voluntary organization must drawn up comprehensive plans for the development of women entrepreneurs that would ensure a bright future for the real development of women entrepreneurs.

Khan (2005) in his work on “Women Entrepreneurship Training and Small business” advocates that self-employment needs to be introduced in the first phase of training course to help potential women entrepreneurs imbibe entrepreneurial identify. Social responsibility is another important area which

should form an integral part of any training module of an entrepreneurship. Capacity building, access to saving credit, organizational backing, culturally and socially acceptable men to be taken along and not to over burden men were identified as the key areas of intervention by the author for sustaining women entrepreneurs.

Pandian and Mariappan (2005) in their article on “Information technology and women entrepreneurs” highlighted the status of women entrepreneurs in developing countries. They argued that though women have little access to new technologies, there is scope to improve their lives and their families by adopting the recent advancements in science and technology. They also emphasized that information technology offered many new possibilities for women’s economic, social and political empowerment.

Ghosh and Cheruvalath (2006) in their study '**Progress of Female Entrepreneurs in Low-income Countries; A Theoretical Enquiry in India**', discussed several challenges to women entrepreneurs, including the level of education, inter-role conflicts emanating out of greater parenting responsibilities, dearth of financial assistance and socio-cultural constraints. Despite many shortcomings and constraints, they had been able to establish their own enterprises, even in a developing country like India, where the male head of the households would normally take economic decisions. The Government had emerged as a major catalyst in this area, by way of providing training and other facilities to succeed, particularly in the rural areas. With concerted efforts from all dimensions, many more women are poised to start their own business; they would leave companies to ‘go alone’ and would fulfil their personal dream of entrepreneurship, being their own boss and achieving success in their own business venture.

Mukherjee (2006) study '**What Motivates Women Entrepreneurs? Factors Influencing Their Motivation**', analysed the impact of entrepreneurs characterized by competitions, financial gain and independence and the socioeconomic setting provided a base for individuals to venture into entrepreneurship. Individuals perform the entrepreneurial role because of a want to achieve, and individuals with a high requirement for achievement venture into

enterprise building, whether small or large. Finally the study find on the reasons why women from the low-income group venture into business and what motivated them to do so and the analysis was conducted the two districts of Maharashtra. This study concluded that the basic factors that had a potential to influence the decisions taken by women engaged in entrepreneurial activities.

Gomathi (2006) mentioned about the problems of women entrepreneurs which are financial constraints, over dependence on intermediaries, scarcity of raw-materials, intense competition, high cost of production, low mobility, family ties, social attitudes, lack of education, lack of training, family support, practical knowledge, and self-confidence, inadequate marketing facilities and inadequate managing skills.

Antony (2007) in her study on “Women entrepreneurs on the upbeat” has taken successful women entrepreneurs in Tiruchirappalli urban limits. The study has examined the nature of business and socio-economic conditions of women entrepreneurs.

Basargekar (2007) studied '**Women Entrepreneurs: Challenges Faced**' the evolution of concepts and definitions of entrepreneurship with special reference to women. The paper provided the present scenario of women entrepreneurs in India and the various challenges, which they are facing in the changing global scenario. The study focused on marketing challenges faced by women entrepreneurs and the various strategies used by them and related organizations to overcome the challenges.

Singh R. (2008) conducted a study aimed at finding out the critical entrepreneurial competencies established women entrepreneur possess. Entrepreneurial traits like initiative, opportunity seeking, self-confidence, persuasion ability, assertiveness, influence, persistence, information, concern for high quality, commitment, sense of efficacy, systematic planning and problem solving contribute to the competency of an entrepreneur and thus affect her entrepreneurial performance

Kumari S. et. al (2010) undertook a study with an objective to study the problems of rural women entrepreneurs. The results of the study indicate lack of supportive network, financial and marketing were the major problem areas for some rural

women entrepreneurs and major de - motivator for other women to initiate entrepreneurial activity.

Jubi and Chandrasekar (2010) in their study entitled '**Enterprises Development and Sustainability – Need for Entrepreneurship Education for Women**'. This paper was throwing light towards the need for women entrepreneurship as a curriculum in schools and colleges with the main objective of enterprise development and sustainability in Kerala. The study concluded that enterprise activity could be sustained if and only if the entrepreneurs were having a sound background in the different areas of entrepreneurship development. Especially this article stress on the fact that the concept of entrepreneurship must reach and every corner of the country and it must enlighten the confidence of the entrepreneurs. Once again, it must be provided with different aspects of knowledge in fulfilling the thinking capability and other relevant areas so that the organizational development can be achieved which was in turn relevant to the sustainable growth of the enterprise.

In her book '**Follow Every Rainbow**', **Rashmi Bansal (2013)** elaborates that the Entrepreneur maybe either an individual or a group; both are equally significant in less developed countries. Though choosing an enterprise is an individual's free choice activity, in most cases, it is the decision of the family, kin group or the community. There is need to stimulate and influence the group so that the potential entrepreneur gets the kind of encouragement and support to start and run the chosen enterprise. Women constitute a significant lot in the group.

Some studies also show that at the start-off stage, most are clustered in the service/trade sector, and only after gaining experience for 8-10 years, they exhibit entrepreneurial mobility to move to the manufacturing line.

Articles

Lalitha N. talks about women and self-employment. Majority of third world women are involved in the formal sector and economic activities in which they are disproportionately represented among the poorest of the poor. With limited education, skills and few formal employment opportunities, poor rural women in developing countries often turn to self-employment as the means of supporting themselves and informal sector is based on various types of activities like farm-based and allied activities, home-based production using non-traditional and acquired skills, retail trading etc.

Dhamija in “Women and Handicrafts: Myth and Reality” reviews about handicrafts as a means of providing income to women. In some instances, crafts are a solid source of income and can provide women with a link to their own cultural heritage. Generally the types of crafts which are introduced among women are euphemized as ‘feminine crafts’ because they are associated with homes.

Talmani KK in an article titled “The handicrafts industry in India” says that underlying rationale in developing village crafts in India is that they help provide employment, earn valuable foreign exchange through exports as well as preserving the cultural heritage of the nation.

A paper by **Patel, Ila** on “Women’s work, Organisation and State” talks about significance of organizing women workers in the unorganized sector is acknowledged in the extensive literature on women and work in India. The paper presents conceptual perspectives of women’s organisations are key to the strategy of empowering women. The strategic role of women’s organisations can be seen from two perspectives – women’s organisations through collective action enables women to work for change within the existing systems or transforming those structures that subordinate them and women’s organisations with feminist orientation are in a unique position to give centrality to gender issues and sterile for gender equality. Through organization, poor women can utilize resources for economic activities. Support from and involvement in organisations provides women access to information and contacts.

Murthy S. in 'Women and Employment' says that the employment market has recognized its identity as well as integrity and dignity. It has certainly raised the family income and enabled them to maintain higher standard of living and create savings that could be channelized for investing into production purposes. The contribution of women in raising the level of income, output and employment and initiating a process of economic development plays a vital role in the economy.

Nagesh and Murthy study their paper '**The Effectiveness of Women Entrepreneurship Training Program: A Case Study**'. The results of the study indicate that the state and central government training centres and nodal centres, which impart training to the entrepreneurs, are successful in meeting the requirements of only two-thirds of the respondents. The remaining one-third of the respondents felt that there was no effective delivery of contents in the training programs and the same practical exposure to the contemporary business, meeting the successful and unsuccessful entrepreneurs to understand the causes of success and failures in business. The study concluded that in addition to skill development, the entrepreneurship and management development institutes should necessarily initiate steps to motivate women entrepreneurs and to provide them with practical management inputs.

Rosa (2005) in an article entitled '**Women Empowerment and Family Setup**' analysed the extent of exercising the decision making power by employed women in their families and observed that the employment contributes a great degree to the empowerment of women in the family. He recommended that more opportunities should be provided to women on employment or self-employment for women empowerment in the society.

Parihar and Singh (2006) in their article explains the study on "Constraints faced by women entrepreneurs in Jammu" analysed the constraints faced by the women entrepreneurs in the state of Jammu. The study proposed that the attitude of women entrepreneurs need to be reoriented to the promotion of leadership qualities.

Rajani.N (2008) in her article, "Management training needs of women entrepreneurs" examines the quality of micro enterprise management by women in sociocultural milieu and to project the management training needs of women

entrepreneurs. The study concluded that training needs are identified in the area of confidence building, competence connections and capital.

Sharma P. in her study 'Women and Economic Empowerment' suggests that the progress of women is barometers by which we can measure the common women of village in India have an uncommonly large measure of sense. Without having any degrees in economics, they can quickly sum up the feasibility and viability of a rural project. We need to involve them in our planning process in order to make programs more need based and situation specific.

Shunmugam (2011) in his article entitled '**Women's Empowerment—a Powerful Strategy for Women's Liberty and Emancipation**', pointed out that, empowerment is control over material assets, intellectual resources and ideology. Empowerment is redistribution of power. Empowerment has become the key result to many social problems. Power may be personal and social. It is a sense of gaining control, sense of participating and a sense of decision making. The components of women empowerment are awareness building, capacity building, decision making, administering equality between men and women and so on.

Increased number of women are taking up entrepreneurship in recent times. Many significant studies have been undertaken for women entrepreneurs from economic, social and psychological perspectives. However, research on women entrepreneurs and their role as owner/ managers and employers has been largely neglected as an area of study (Patel J. R., 2005). Majority of the studies mentioned in the review of related literature have been carried out with limited purpose of covering some aspects of women in. There is a wide scope for research on women entrepreneurship in developing countries like India covering various social, psychological and economic aspects. Most of these studies do not reveal the following:

1. Outlook of husband and other family members towards and aspiring woman in business before starting her own enterprise in order to provide support, encouragement and motivation.
2. Identifying leadership qualities of women in business and how they are similar or different to men in business.
3. Impact of successful women in business on the achievement motivation of budding women entrepreneurs.
4. Understanding the use of available time at hand to balance the dual role of women at home and as entrepreneurs.

The present study, therefore, is an endeavour to identify the Achievement Motivation, Leadership and Work life Balance of Women Entrepreneurs with reference to the state of Gujarat.