

CHAPTER V

FINDINGS,

DISCUSSION

&

CONCLUSION

FINDINGS, DISCUSSION AND CONCLUSION

In this chapter, the researcher has attempted to state the major findings of the study which gradually culminate towards the acceptance or rejection of the hypotheses assuming which the current study was undertaken. The chapter is divided in to two parts -

Part A

This part is further divided into four sections:

Section I - Major Findings from the Primary Information of Respondents

Section II - Findings from the Variables of the Current Study

Section III - Findings from Interpretation of *f*-Test {Analysis of Variance (ANOVA)}

Section IV - Acceptance or Rejection of Hypothesis

Part B

This part focuses on the discussion based on the obtained data and ends on concluding remarks given by the researcher on the basis of findings and other experiences during the journey of culminating the doctoral work.

This chapter gradually paves its way into the forthcoming chapter which reads the suggestions and recommendations offered by the researcher in form of a module associating the Methods of Social Work and the current study.

Part A

Section I

Findings from Primary Information of Respondents

The current study followed certain objectives in order to scientifically assess every aspect under study. The first objective of the study was to study the socio-economic background of women entrepreneurs in Gujarat. In order to gather the socio-economic data of the respondents, the researcher had questions incorporated within the tool of data collection which would help bring out the correct status of women entrepreneurs across the four cities of Gujarat - Ahmedabad, Rajkot, Surat and Vadodara.

From the total respondents, the background information such as Age, Education, Marital Status, Average Monthly Income of the respondent, Average Monthly Income of Family, Husband's Education, Husband's Occupation, Number of Family Members, Number of Children etc. was calculated which showed the following results.

- ❖ 59 (37.3%) respondents fall between the age groups of 31-40 years.
- ❖ 71 (44.9%) respondents have pursued education up to Graduation level whereas 52 (32.9%) of the respondents have pursued education up to Post Graduate level.
- ❖ Majority of the respondents i.e. 77.2% are married.
- ❖ 54 (34.2%) respondents have an experience of more than 10 years in running an enterprise.
- ❖ 60 respondents, i.e., 38% have an experience of 2-5 years in running their current enterprise whereas 38 (24.1%) respondents have an experience of running their own enterprise for the last 6-10 years.
- ❖ 41 respondents, i.e., 25.9% have an average monthly income of Rs. 21,001 - 50,000. A sizeable number of respondents, 32 (20.3%) have answered that their monthly income is not regular.
- ❖ 43 respondents' husbands have their own business i.e. 27.2% and an equal per cent belong to professional category. Professions like Chartered Accountants, Doctors etc. are considered a part of the Professional category.

- ❖ While 39 respondents, i.e., 25.3% have chosen not to disclose their husband's average monthly income, 24.7% respondents have claimed that the average monthly income of their husbands is more than Rs. 50,000/-.
- ❖ 57 respondents, i.e., 36% have husbands whose minimum qualification is graduation.
- ❖ Majority of the respondents, i.e., 81.6% have 3-5 members in their families.
- ❖ 51 respondents, i.e., 32.3% have only one child.

It was important to collect primary information as these factors have an impact on the entrepreneurial abilities of the respondents. The focus of the study undertaken was to find factors which increase the Achievement Motivation of the respondents, factors which bring out the Leadership skills and those factors which help in understanding the Work life balance of the respondents.

The information provided by all the respondents turned out to be very useful in determining the factors under study.

Section II

Findings from the Variables under study

Apart from the socio-economic background of the respondents, the researcher had also designed the tool for data collection which could help in analysing the motivational factors behind women entrepreneurship, identifying the leadership quality among women entrepreneurs in Gujarat and find the degree of work life balance of women entrepreneurs in Gujarat.

After exposing the data to various statistical packages and obtaining analysed results, the following findings, according to the objectives are presented in this section.

2. To analyse motivational factors behind women entrepreneurship.

The Achievement Motivation tool consisted of 17 items. Each respondent's response was collated and cumulated in to one table. (Chapter III - Tables 2.1 and 2.1.1). The findings are as below:

- ❖ Out of the total number of respondents, majority of the respondents, i.e., 57% agree to some extent on having Achievement Motivation, a lesser frequency of 33.5% mostly agree that they have high Achievement Motivation and only about 9.5% of respondents disagree on having Achievement Motivation.

Since Achievement Motivation is one of the dependent variables of the study in concern, this factor was further correlated with each of the independent variables of the study to generate the following results:

- ❖ The correlation between Age, an Independent Variable and Achievement Motivation, a Dependent Variable gives the Chi-Square Value as 21.578^a and significance level 0.001. This means as respondents age increases, their motivation to work on their business and also increases.
- ❖ The correlation between Education, an Independent Variable and Achievement Motivation, a Dependent Variable gives the Chi-Square value as 13.630^a and significance level 0.092. It does not

show any significant correlation. This clearly emphasizes that Achievement Motivation does not significantly depend on Education.

- ❖ The correlation between Experience, an Independent Variable and Achievement Motivation, a Dependent Variable gives the Chi-Square Value for association as 20.806^a and the Significant p-Value as 0.002. This reveals that the above variables are highly correlated with each other.

This signifies that women entrepreneurs tend to gain more Achievement Motivation with increased experience in the field.

- ❖ The correlation between Average Income (Per Month), an Independent Variable and Achievement Motivation, a Dependent Variable shows the Chi-Square Value for association as 20.699^a and the Significant p-Value as 0.023. It can be inferred from this data set that higher income develops greater achievement motivation among women entrepreneurs.

3. To identify the leadership quality among women entrepreneurs in Gujarat.

The Leadership Scale consisted of 18 items. Each respondent's response was collated and cumulated in to one table (Chapter III - Tables 3.1 and 3.1.1). The findings of respondents on Leadership are as follows:

- ❖ Out of the 158 respondents, majority of the respondents, 75.3% have expressed greater leadership abilities while only about 24.7% of respondents expressed that they have experienced their own leadership abilities sometimes.

Although the tool followed three pointer-scale and the respondents were asked to respond within the categories of 'Never', 'Sometimes' and 'Always' but the cumulative responses showed that the respondents did not respond in negation, hence only the other two categories were considered.

Since Leadership is one of the dependent variables of the current study, this factor was further correlated with each of the independent variables of the study to generate the following results

- ❖ The correlation between Age, an Independent Variable and Leadership, a Dependent Variable reveals the Chi-Square Value as 1.609^a and Significant p-Value as 0.657. The variables are not significantly correlated with each other. Hence, Age is not correlated with Leadership.
- ❖ The correlation between Education, an Independent Variable and Leadership, a Dependent Variable reveals the Chi-square Value as 5.695^a and the significance as 0.223. The variables are not significantly correlated with each other. Hence, Education is not correlated with Leadership.
- ❖ The correlation between Experience, an Independent Variable and Leadership, a Dependent Variable reveals the Chi-Square Value as 8.627^a and Significant p-Value is 0.035. Since the obtained score is 0.035 which is lesser than the accepted mean difference, the two variables are accepted as significantly correlated with each other.
- ❖ From the obtained data for the current study, The hypothesis (H₂) that - With increased Experience, Women Entrepreneurs develop their own Leadership is accepted within the purview of this study.
- ❖ The correlation between Average Income (Per Month), an Independent Variable and Leadership, a Dependent Variable reveals the Chi-Square Value as 10.950^a and Significant p-Value is 0.052. Since the mean difference is significantly accepted at 0.05 level and the obtained score is 0.052, the variables are partially significant and correlated with each other.
- ❖ It can be inferred from the obtained data that with an increase in the Income, the leadership is also enhanced. Hence, Income and Leadership are partially significant with each other.

4. To find the degree of work-life balance of women entrepreneurs face.

The tool designed to find out the work life balance of respondents had 20 items with a five-pointer scale response such as - 'Not true', 'Little True', 'Somewhat True', 'Fairly True' and 'Definitely True'. The total responses of the respondents were cumulated into one table (Chapter III - Tables 4.1 and 4.1.1).

- ❖ It is Fairly true for majority of respondents, 61.4% to achieve work life balance whereas for 24.7% respondents, achieving work life balance is somewhat true, only a small segment of respondents, 13.3% respondents are able to definitely strike a good balance between their work life and their family life whereas for only a small population of 0.6%, it is difficult to achieve work life balance.

As one of the dependent variables chosen for this study is also work life balance, it was further correlated with the other independent variables to find out the correlation. By exposing data sets to various statistical tests, the following results were obtained.

- ❖ A correlation between Age, an Independent Variable and Work life Balance, a Dependent Variable reveals the Chi-Square Value as 13.367^a and Significant p-Value is 0.147. Since the mean difference is significantly accepted at 0.05 level and the obtained score is 0.147, the variables are not significantly correlated with each other. It can be inferred from the data obtained that Work life balance of Women Entrepreneurs has no correlation with their Age. Hence, Age and Work Life Balance are not significantly correlated with each other.
- ❖ A correlation between Education, an Independent Variable and Work life Balance, a Dependent Variable brings out the Chi-Square Value as 10.316^a and Significant p-Value is 0.558. Since the mean difference is significantly accepted at 0.05 level and the obtained score is 0.558, the variables are not significantly correlated with each other. It can be inferred from the obtained data that Work life balance of Women Entrepreneurs has no

correlation with their Education. Hence, Education and Work Life Balance are not significantly correlated with each other.

- ❖ A correlation between Experience, an Independent Variable and Work life Balance, a Dependent Variable shows the Chi-Square Value as 15.587^a and Significant p-Value as 0.076. Since the mean difference is significantly accepted at 0.05 level and the obtained score is 0.076, the variables are not significantly correlated with each other. It can be interpreted from this data that Work life balance of Women Entrepreneurs has no correlation with their Experience in the field. Hence, Experience and Work Life Balance are not significantly correlated with each other.
- ❖ A correlation between Average Income (Per Month), an Independent Variable and Work life Balance, a Dependent Variable reveals the Chi-Square Value as 114.149^a and Significant p-Value is 0.000. Since the mean difference is significantly accepted at 0.05 level and the obtained score is 0.000, the variables are highly significant and correlated with each other. It can be inferred from the obtained data that Work life balance of Women Entrepreneurs has significant correlation with their Income.
- ❖ From the obtained data for the current study, the hypothesis formulated that - **Work life Balance is absent among Women Entrepreneurs (H₃)**, is not accepted. This concludes that despite other factors not letting respondents achieve a balance between their work life and their family life, higher income helps them to do so. Hence, Income and Work Life Balance are significantly correlated with each other.

Section III

Findings from Interpretation of *f*-Test {Analysis of Variance (ANOVA)}

In the previous section, the researcher has correlated the independent and dependent variable by exposing them to Chi-Square Tests and obtained the significance values of the dependent and independent variables.

However, the data set was also further exposed to *f*-Test for finding out the Analysis of Variance among data and the generated results have been explained in this section.

The following are the results explained on *f*-Test:

- ❖ On comparing average scores by Age groups, it is seen that the Achievement Motivation and Work Life Balance of respondents are significant (p -values=.004 and 0.048) where as it is not significant for the Leadership. It can be inferred that there is greater significance between Age and Achievement Motivation and partial significance between Age and Work life Balance but no significance is seen between Age and Leadership. This brings us to an understanding that both Achievement Motivation and Work life Balance tend to increase with age, among the respondents. On further analysis of the significant values through the Scheffe method of Post-Hoc, it was found that that there is greater significance of Achievement Motivation within the age group of 31-40 years (p -value=0.024) in multiple comparison with respondents of 51 years and above.
- ❖ There is no significance between Educational Qualification and Achievement Motivation, Leadership and Work life Balance of the respondents (p -values=0.130, p -value=0.216 and p -value=0.469 respectively). It can be interpreted that there is no significance between Educational Qualification and Achievement Motivation, Leadership and Work life Balance of the respondents.
- ❖ There is very little significance between Marital Status and Achievement Motivation (p -value=.056) but no significant difference due to respondents' marital status in Leadership (p -value=0.599) and Work life Balance. (p -value=0.737).

- ❖ There is no greater significance between Number of Years of Experience and Achievement Motivation, Leadership and Work life Balance of the respondents (p-values=0.301, 0.630 and 0.607 respectively).
- ❖ There is greater significance between Number of Years of Experience of running own enterprise and Achievement Motivation, Leadership and Work life Balance (p-values=0.001, 0.002 and 0.014 respectively). It can be interpreted that respondents have exhibited greater skills of leadership in running their own enterprise; they have also managed to balance their work life and family life and also maintained greater work life balance.

By applying Post-Hoc Studies using the Scheffe's method it is found that Achievement Motivation is highly significant with respondents having 6-10 years of experience with respondents having 2-5 years of experience (p-value=0.029) as well as those having more than 10 years of experience (p-value=0.002).

Similarly, Leadership is highly significant with respondents having 6-10 years of experience with respondents having 2-5 years of experience (p-value=0.048) as well as those having more than 10 years of experience (p-value=0.005). This explains that leadership styles are developed by women entrepreneurs over time. And Work life Balance is highly significant with respondents having 6-10 years of experience with respondents having more than 10 years of experience (p-value=0.026) thereby signifying that with more number of years in their own business, women adapt to achieving more Work life Balance.

- ❖ On comparing average scores of Average Monthly Income on Achievement Motivation there is no greater significant difference (p-value = 0.744). On comparing scores of Average Monthly Income and Leadership, greater significant difference is observed (p-value = 0.007) whereas on comparison of average scores of Average Monthly Income and Work life Balance, greater significant difference (p-value = 0.000). Therefore, it can be interpreted that there is greater significance between Average Monthly Income of respondents and Leadership and Work life Balance. However, no significant difference is seen between Achievement Motivation and Average Monthly Income of respondents.

By applying Post-Hoc Test on the correlated variables, it was found that Leadership is highly significant with respondents having Average Income (Per Month) Rs \leq 10,000 with respondents having Average Income (Per Month) between Rs. 21,000 - 50,000 (p-value=0.058) as well as those having Average Income (Per Month) more than Rs. 50,000 (p-value=0.017).

Similarly, Work life Balance is highly significant with respondents having Average Income (Per Month) between Rs. 21,000 - 50,000 (p-value=0.000) and those having Average Income (Per Month) more than Rs. 50,000 (p-value=0.002). Also, significance is found between respondents having Average Income (Per Month) between Rs. 10,001 - 20,000 and Rs. 21,001 - Rs. 50,000 (p-value=0.005).

- ❖ On comparing average scores of Husband's occupation and Achievement Motivation there is greater significant difference (p-value = 0.039). However, no significant difference is seen for Leadership and Work life balance (p-value = 0.132 and 0.917) and Husband's Occupation. Therefore, it can be interpreted that there is greater significance between Husband's Occupation of respondents and Achievement Motivation. However, no significant difference is seen between Leadership and Work life Balance and Husband's Occupation of respondents.

By applying Post-Hoc Test using the Scheffe's method it is found that Achievement Motivation is highly significant with respondents' husbands Occupation as Job with those respondents whose husbands are also doing business (p-value=0.045).

- ❖ By comparing average scores of Husband's average monthly income on Achievement Motivation there is no significant difference (p-value = 0.726). No significant difference is seen on comparing the average scores of Husband's Average Monthly income and Leadership (p-value = 0.385). Greater significant difference is observed on comparing average scores for Work life Balance (p-value = 0.008) and Husband's Average Monthly Income. Therefore, it can be interpreted that there is greater significance between Husband's Average Monthly Income and Work life Balance. However, no

significant difference is seen between Achievement Motivation and Leadership, and Husband's Average Monthly Income.

By applying Post-Hoc Test on the significant variables, it can be seen that there is partial significance within the variables of Husband's Income (Per Month) is Rs. 10,001 - 20,000 and between Rs. 21,001 - 50,000 (p-value=0.094) within the dependent variable of Work life Balance.

- ❖ There is greater significance between Number of Family Members and Leadership (p-value = 0.015). However, no significant difference is seen between Achievement Motivation and Work life Balance and Number of Family Members.

By applying Post-Hoc Test on the correlated variables, it can be seen that Leadership is highly significant between those respondents who have 1-2 family members with those who have 3-5 family members (p-value=0.036).

- ❖ On comparing the average scores of Husband's educational qualification and Achievement Motivation of respondents, there is greater significant difference (p-value = 0.022). No significant difference is observed for leadership and work life balance (p-value = 0.827 and 0.584) when respondents average score is compared with Husband's Educational Qualification. Therefore, it can be interpreted that there is greater significance between Husband's Educational Qualification and Achievement Motivation of the respondents. However, no significant difference is seen between Leadership and Work life Balance of respondents and Husband's Educational Qualification.

By applying Post Hoc Test on the correlating variables, it was found that Achievement Motivation is highly significant between the respondents whose husbands have an educational qualification as Graduation and those that have pursued education as Post Graduation/ Professional (MBA, CA, Doctor, etc.) (p-value=0.023).

- ❖ By comparing average scores of Average Family income on Achievement Motivation, there is no significant difference (p-value = 0.699) of average scores by Average Family Income. Greater significant difference is observed on comparing respondents average scores on Average Family Income and leadership (p-value = 0.018)

and Average Family Income. Greater significant difference is seen on comparing average scores of respondents on Average Family Income and work life balance (p-value = 0.001) and Average Family Income. Therefore, it can be interpreted that there is greater significance between Average Family Income with Leadership and Work life Balance of the respondents. However, no significant difference is seen between Achievement Motivation of respondents and Average Family Income.

By exposing the data to Post Hoc Test for further correlation of significant variables, it can be analyzed that Leadership is significant between those respondents whose Average Family Income (Per Month) is Rs. 10,000 with those whose Average Family Income (Per Month) is Rs.50,000 (p-value=0.048). Work life balance is highly significant with those respondents whose Average Family Income (Per Month) is Rs. 10,000 or more with families whose Average Monthly income is Rs. 21,000-50,000 (p-value=0.030) and with those whose Income is Rs. 50,000 (p-value=0.004).

Section IV

Findings of Acceptance or Rejection of Hypothesis

The researcher began this research with certain presumptions and pre-conceived notions about women entrepreneurship. These presumptions were then devised into hypotheses for the current study. A hypothesis, in research, is a tentative statement designed by the researcher to provide insight in to the subject under study and provide direction to the study.

For the current study, the researcher had formulated the following hypotheses:

1. Higher the income, higher is the motivation to work (H_1).
2. With increased experience in the field, entrepreneurs develop their own leadership (H_2).
3. Work-life balance is absent in women entrepreneurs (H_3).

By exposing the data to various statistical tests and obtaining the results on various parameters, it was established that from the set hypotheses for the current study, two hypotheses were accepted as null hypotheses while one hypothesis was rejected.

Table 6.4.1 Showing Acceptance/ Rejection of Hypotheses

S.No	Hypothesis Statement	Accepted/ Rejected
1.	Higher the income, higher is the motivation to work (H_1).	Accepted
2.	With increased experience in the field, entrepreneurs develop their own leadership (H_2).	Accepted
3.	Work-life balance is absent in women entrepreneurs (H_3).	Rejected

It has been proven from the obtained data of the present study that income really plays a greater role in motivating the women entrepreneurs into working harder towards their business thereby helping them succeed. The result from the Chi-Square Value for association is 20.699^a and the Significant p-Value obtained is 0.023. **Hence H₁ is accepted.**

It has been proven from the data that leadership is highly significant with experience of the respondents of running their own enterprises within the purview of this study. The correlation between Experience, an Independent Variable and Leadership, a Dependent Variable reveals the Chi-Square Value as 8.627^a and the obtained Significant p-Value as 0.035. Leadership is also dependent upon Income, Occupation of the husband as well as partially with Number of Family Members of the respondents. There is greater significance between Number of Years of Experience of running own enterprise and Achievement Motivation, Leadership and Work life Balance (p-values=0.001, 0.002 and 0.014 respectively)

By applying Post-Hoc Studies using the Scheffe's method it is found that Achievement Motivation is highly significant with respondents having 6-10 years of experience with respondents having 2-5 years of experience (p-value=0.029) as well as those having more than 10 years of experience (p-value=0.002). **Therefore it can be established that H₂ is accepted.**

From the current study, it can be inferred that the women entrepreneurs have a balanced work life and family life. On correlating Work life Balance with the Independent variables, it was found that there is significant association between Age, Experience and Income and Work life Balance (p-values = 0.013, 0.035 and 0.000 respectively). Even on f-Test, Work life balance is significant with experience (p-value = 0.014) thereby signifying that with more number of years in their own business, women adapt to achieving more Work life Balance; it is also significantly correlated with income, whether it is their own or that of their husband and/ or of the family (p-values = 0.000, 0.008 and 0.001 respectively). From these significant findings it can be concluded that women entrepreneurs do strike a balance between their work life and their family life and that domestic responsibilities do not hamper their entrepreneurial performance and vice versa. **Therefore, H₃ is not accepted.**

Part B

Discussion and Conclusion

“You don't need a fancy degree to dream big and make it happen. It's all in your head, your heart your hands.”

— Rashmi Bansal

With a thorough understanding of the above quote by one of the leading Indian authors on entrepreneurship, and that too a female, the researcher had embarked upon the journey of formulating a research on this small but highly effective population of women entrepreneurs. With an increased reading in this area and understanding the perspectives of people associated with entrepreneurship development, a greater insight and intrigue was developed to explore the psycho-social factors affecting women who are into entrepreneurship.

When our beloved and respected Prime Minister, Shri Narendrabhai Modi announced in his Independence day speech in 2015 about the Startup India Initiative which was then effectively launched in the year 2016, the researcher decided to plunge into this vast arena of entrepreneurship development especially for women. Another motivating factor which came across was the recent Ease of Doing Business Rankings 2019 wherein India was ranked 77th among 190 countries.

Having set the tone for understanding gender roles and responsibilities, the researcher chose to accept the challenge of identifying and studying women entrepreneurs of the state of Gujarat, setting a precedent that entrepreneurship is not just a male arena but females can also successfully handle it.

Gujarat is a land of opportunities. It is geographically blessed and hence is able to cater to both agriculture and industrialization to a large extent. Having the advantage of the longest coast also gives it an edge in terms of development of ports than other states of the country. Culturally speaking, Gujarat caters to a lot of diversity. This diversity has also helped bring about a change in the lives of the local people including the women. Women in Gujarat may be neither submissive nor rigidly aggressive. They are assertive and know how to get their work done. People of Gujarat are renowned for their sound business acumen that

is evident in the females as well. This became one of the premises to choose the sample for the current study.

The researcher divided the sample from across the four cities of Gujarat - Ahmedabad, Rajkot, Surat and Vadodara. Each of these cities have an existence of a functional Chamber of Commerce and Industries and have association to which women entrepreneurs are associated. Apart from these agencies, the various Centers for Entrepreneurship Development located in the cities under study were also approached. However, the researcher was unable to find a breakthrough and hence decided to follow snowball sampling as a method of data collection. The researcher could easily lay hands on certain material regarding the directory of industries but there was no specific material available to know of exclusive women entrepreneurs. This material was only found in Ahmedabad while in Surat they did have a Ladies Wing but no directory; in Rajkot no such details were available and in Vadodara, making an exclusive directory for registered women entrepreneurs was in process. However, on individually contacting women entrepreneurs through reference, it was found that through a channel of internal networking, many women knew each other but there was no record of such data available.

Further on within the study, the researcher found a that an entrepreneur is truly someone who solves the same problems in a different manner and comes up with different solutions. The researcher has met many women in course of her doctoral work who have been the first generation entrepreneurs in their fields. While most women have enterprises related to more of feminine aspects, according to the societal norms, few women have taken a new road in establishing themselves in a market which was not dominated by them. Despite these oddities, they have succeeded in their ventures.

The husbands of these women have been supportive and encouraging. None of the respondents said to have begun enterprising without family support. There were very few cases of separation and some respondents were not married at the time of interview. But overall, the husband and his family members had always been supportive and considerate of the work done by them to economically support their families. This also brings to understanding that modern Indian

families are now transitioning and have begun to understand that females can actively contribute to the economy too. The families have reduced their expectations from the women to always be saree-clad or submissive and quiet within the four walls of the house to outgoing and assertive. Women also, on the other hand, kept their familial values intact and deal in business with utmost care and self-respect.

Only one or two cases were observed where the women were running the business along with their husband. General observation was that women had their own business while the husbands had a different business or were either working. Despite being in different fields, women as well as the men, managed to devote an equal time out for themselves to enjoy their personal and family lives. Nonetheless, primary responsibility of the children is always shouldered by women. But since this was not a matter of concern, it was not considered as a hindrance in their business.

Women in business were not *solopreneurs* (a person who runs the enterprise all by themselves) but catered to a team of people working with them. Herein, the leadership abilities of respondents were put to a test. It was found that women having enterprises with greater financial turnover tend to display better leadership skills than the ones who were financially unstable. Hence, although leadership is a skill, this skill was only notably visible among the higher income groups irrespective of their age. However, to reach to a financial stability, the respondents had also given time to their enterprise as well as their team. Hence women with more work experience and greater revenue were better leaders than others. Here, the hypothesis that leadership evolves with experience was proved true.

Tabulation of dependent and independent variables also showed that Achievement Motivation, Leadership and Work life Balance, the three dependent variable of the study, are mutually correlated with each other whereas, they are not always significant with any of the Independent Variables. This means that women who have high need for achievement (n-Ach) and better leadership skills also exhibit better work life balance. This stands true for all the dependent variables.

Work life Balance is highly significant with Age of the respondents, Experience of running own enterprise and Average Income (per month). This finding emphasizes on the fact that with increased age, respondents try to find their own ways to achieve work life balance. Hence the hypothesis, Work life Balance is absent in Women Entrepreneurs (H₃) cannot be outrightly rejected as during their initial day of start-up, respondents do find it difficult to achieve work life balance, hence it is absent, however, gradually, respondents learn to strike a balance between their work life and their family life.

Work life Balance is also greatly significant with Experience of running own enterprise. With increased experience of running own enterprises, respondents find out ways how they can balance their work life and their personal life.

Work life balance is also highly significant with Average Monthly Income. This shows that as respondents start earning more, they are able to exhibit better leadership in terms of delegating and managing their work in such a manner that they can achieve better work life balance.

It can hence be strongly concluded that enterprising women are more sensitive about how their actions might affect the society around and hence they fully own the results of the decisions made by them in due course of their business. Being a woman, sensitivity, empathy and considerate nature comes naturally. Hence, enterprising women are more considerate towards their co-workers and believe in fostering a just organizational culture. However, they would not mind jeopardizing relations if any co-worker is found doing a wrong task, despite investing into training.

Hence, women entrepreneurs are as competent and assertive-aggressive as men entrepreneurs and despite the focus of this study being females only, the researcher has come to a conclusion that irrespective of the gender, entrepreneurship is a skill, which, if fostered and nurtured well and channelized in the right direction can work wonders for the economy of one family, the city, the state and the country at large.