

**Women Entrepreneurs: A Study of Achievement-
Motivation, Leadership and Work-life Balance of
Women Entrepreneurs of Gujarat**

EXECUTIVE SUMMARY

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Introduction

According to P. F. Drucker an entrepreneur is one who always searches for change, responds to it and exploits it as an opportunity."

According to Cantillion "entrepreneur is the agent who buys means of production at certain prices, in order to sell at prices that are certain at the moment at which he/she commits himself/herself to his/ her cost".

There exist a number of schools of thought, which view the notion of entrepreneurship from fundamentally different perspectives. The term has been used to define a wide range of activities such as creation, funding, adapting, and managing and venture.

Recently a new trend has emerged in India wherein women are venturing as entrepreneurs and are contributing to the economic development of the country. Women are increasingly seeking entrepreneurship as an avenue for economic growth. The government is also playing a significant role in mobilising women to become entrepreneurs through its different programs. This is helping is the number of women entrepreneurs increase much more.

Women Entrepreneurs

The concept of women entrepreneurship is becoming a global phenomenon. Women access to knowledge, skills, resources, opportunities and power but still remain rather low especially in the rural areas. Although women remain involved in family trade but they are neither in organized form nor do women have its ownership making their role as a mere helper. Women of today are clearer in their life-goals. They know how to undergo all the hardships as well as how to cherish the success which comes after. In our culture, women are socially conditioned to be submissive and not speak much. But a woman with entrepreneurial aspirations must make herself heard. While making tall claims on achieving women empowerment, we must also provide opportunities and the right kind of platforms to women to achieve.

Women have been taking increasing interest in recent years in income generating activities, self employment and entrepreneurship. This is seen in respect of all kinds of women both in urban and rural areas. Women are taking up both traditional activities and also non-traditional

activities. It is clear that more and more women are coming forward to set up enterprises. In the process of entrepreneurship, women have to face various problems associated with entrepreneurship and these problems get doubled because of her dual role as a wage earner and a homemaker. It becomes all the more important to study what keeps these women well motivated in order to achieve their set goals and targets. It is also important to study what leadership patterns are followed by these women in order to handle their human resources and other resources as well as how they balance their work-life while setting up their enterprises.

Social Work Significance

The profession of social work has always emphasized on empowering women and it is considered to be one of the most important thrust areas of the profession. Encouraging livelihoods and promoting skill-development has always been of prime importance to the field of social work. Every trained social worker aims to uplift the status of their stakeholders in every possible way. Promoting gender equality and encouraging gender-neutral workplaces and work environment is the primary principle of social work practice. With the dawn of the new century, women have sought to look more beyond just a stable job. The concept of women entrepreneurship is becoming a global phenomenon. Women access to knowledge, skills, resources, opportunities and power but still remain rather low especially in the rural areas. Although women remain involved in family trade but they are neither in organized form nor do women have its ownership making their role as a mere helper. Women of today are clearer in their life-goals. They know how to undergo all the hardships as well as how to cherish the success which comes after. In our culture, women are socially conditioned to be submissive and not speak much. But a woman with entrepreneurial aspirations must make herself heard. While making tall claims on achieving women empowerment, we must also provide opportunities and the right kind of platforms to women to achieve.

An entrepreneur plays a very dynamic role for his enterprise. A woman, considered vulnerable, has to combat a lot of hurdles and obstacles which come in her way achieving her goals. The researcher will also consider the environmental challenges, strengths and weaknesses of women entrepreneurs and that how under even stressful times, a woman exhibits strength in holding her career and personal life together.

Duality of the roles of Women

Women entrepreneurs have to play a dual role in their lives. They are supposed to undertake household chores as well as manage the enterprise. If a woman seems to be too ambitious towards her career, she is labelled as insensitive towards her homely responsibilities. Women forget that they too have a capacity in trying to fulfil their dual roles. This feeling of being a super-woman, gives way to conflicts. Career women often have to face work-home role conflict and so the concept of work-life balance becomes an important parameter to be studied while researching on women entrepreneurs.

Working women and especially enterprising women need to be authoritative and showing some leadership skills. It also becomes necessary to study the leadership aspect of enterprising

women as that factor helps them retain manpower and expand their enterprise. The researcher will also study the leadership styles adopted by enterprising women and how it affects their entrepreneurial performance.

Women entrepreneurs represent a group of women who have broken away from the beaten track and are exploring newer avenues of economic participation. Women with high drive, creativity, innovation and those who are keen on achieving on their own have taken up the challenging role of entrepreneurship. Women no longer confine themselves to conventional fields like embroidery, knitting and tailoring but are now venturing into new fields like electronics, pharmaceuticals engineering and services. These women are mostly urban, appropriately educated, sometimes having specialised skills and equipping themselves with some training and financial support. In spite of women taking entrepreneurship in many challenging fields the current entrepreneurial activity in India is not very high. There exist a definite gap between the current status of women entrepreneurial activity and their potential. The social origins of women entrepreneurs play an important role in defining the kind of work they undertake. Women also find micro enterprises attractive because of low barriers to entry and the flexible nature of work which makes it easy to combine gainful employment with domestic responsibilities. (Carr, 1990)

Women Entrepreneurs in Gujarat

Business runs in the blood of every Gujarati. It has spread its acumen over USA, Canada and many other Western horizons. The Centre for Entrepreneurship Development (CED) was established in 1970 in Gujarat to enhance trader's expertise and help the businesses flourish. In order to encourage more women entrepreneurs from the state, CED started various programmes to train women in this domain.

The Government of Gujarat has taken many steps to encourage the women of the state to take up their entrepreneurial careers. While he was the Chief Minister of the state, Shri Narendra Modi kept on emphasizing in his speeches that entrepreneurship is inbuilt in the people of Gujarat. He further kept addressing that women play an important role for the economic development. According to him, even in the dairy sphere, the contribution of men is minimal. He suggested that women should be made an integral part in the decision making process in almost all the spheres.

High need for achievement, high need for autonomy, high need for creativity, and prevalence of initiative, industriousness, and foresight through self-reliance and possession of managerial

skills are all effective pointers to an entrepreneur. (Sarada, 2004). In this globalised and digitalised era, many women have found their place in the market as entrepreneurs. With the changes in the way a business runs, it becomes important to study how motivated women are to pursue their dream of enterprising. There is a great scope to study the work-life balance and leadership skills of the women of the 21st century as this era is an era of continual transformation and change and entrepreneurs have to work up to their mark and even beyond to survive in an otherwise competitive market. The Government also has rolled out the "Start-up India" initiative to encourage more and more entrepreneurs in the various business sectors.

Social Work is an inclusive profession. Its core values speak of inclusive development and acceptance of people. Women have always borne the brunt of social changes and therefore labelled as vulnerable. However, in this fast-paced world, the challenges are of a different kind. It has been a long pending economic independence that women have achieved on their own merit. Former leaders of the country like Mahatma Gandhi and Dr. B. R. Ambedkar had always encouraged participation of women in the freedom struggle and economic development of the country. Despite this ideology, it took years together for women to achieve this freedom. In recent years, women have started being more and more assertive about their economic independence and many such women are turning to entrepreneurship. They are now their own bosses. Women may have reached to the pinnacle of success but not all success comes easy. Due to the dual social roles that women play, success would not have been possible without sacrificing their family life or other social expectations. It is with this intention that this study needs to take place so that the expectations, ideas and aspirations of the enterprising women of the millennium can be understood and appropriate assistance can be provided to foster their skill, capacity and talent.

Objectives of the study

1. To study the socio-economic background of women entrepreneurs in Gujarat
2. To analyse motivational factors behind women entrepreneurship
3. To analyse the leadership quality among women entrepreneurs in Gujarat.
4. To analyse the degree of work-life balance that women entrepreneurs face and its effect on their entrepreneurial performance.
5. To suggest a framework to promote women entrepreneurship in Gujarat.

Operational Definition:

Study title - Women Entrepreneurs - A Study of Achievement Motivation, Leadership and Work-life Balance of Women Entrepreneurs of Gujarat.

Women Entrepreneurs - Women entrepreneurs represent a group of women who have broken away from the beaten track and are exploring newer avenues of economic participation. (Rani, 1996)

Achievement Motivation - The concept of achievement motivation has been used to describe individual efforts towards personal goals in social surroundings (Cassidy & Lynn, 1989). It is also found to be a typical characteristic among individuals who are successful in their work (McClelland, The Achieving Society, 1961) (McClelland, Money as motivator: some research insights., 1967). A strong achievement motivation is probably the one characteristic most clearly describing the attitudes and the behaviour of an entrepreneur (Virtanen, 1997).

Leadership - Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Leadership style is characterized by the consistent patterns of exhibited behaviors, attitudes, and values. Leadership has been defined as traits, behaviors, influence, persuasion, interaction patterns, role relationships, and as administrative position; and most definitions assume that leadership involves a process whereby intentional influence is exerted by one to others in an attempt to guide relationships (Moerer-Urdahl, 2005).

Gender is integral to contemporary notions of effective styles that have morphed from a traditional masculine, autocratic style to a more feminine and androgynous style of democratic and transformational leadership (Knopik & Moerer, 2008).

Work-life Balance - Work-Life Balance does not mean an equal balance. It means the capacity to schedule the hours of professional and personal life so as to lead a healthy and peaceful life. It is not a new concept. It emphasizes the values, attitudes and beliefs of women regarding their age to work in organizing and balancing their work and personal life. (Deshmukh & Deshmukh, 2016)

Women turn to entrepreneurship for various reasons especially for satisfying their personal needs of self-expression and autonomy. This also makes their lives increasingly complex with pressure, intense working hours and lesser involvements in the family; hence they juggle to satisfy both the roles. (Rani, 1996) They may receive additional help at home in the form of servants, parents, in-laws and husband but still the entire responsibility of the home rests with the woman. But the problems remain, as the entrepreneur is not a super woman and there follows a conflict.

Relevance of this study to Social Work Profession

Social Work is an inclusive profession. Its core values hold inclusive development and acceptance of people. Women have always borne the brunt of social changes and therefore labelled as vulnerable. However, in this fast-paced world, the challenges are of a different kind. Women may have reached to the pinnacle of success but not without sacrificing their family life or other core values. It is with this intention that this study needs to take place so that the expectations, ideas and aspirations of the enterprising women of the millennium can be understood and appropriate assistance can be provided to foster their skill, capacity and talent.

Research Methodology:

Who is a woman entrepreneur? This question has been defined in different ways by different people at different points of time. The Government of India considered the majority participation of women in enterprises as a necessary qualification for calling such enterprises as women-enterprises. Recently, the term majority participation has been modified to majority equity participation of women in organizations. This again, could be debated as many times, women may invest but not as actively participate in the running of the enterprise. It has been thus thought that both equity participation as well as participation in the running of enterprises to a greater extent by women entrepreneurs should be a necessary criteria for calling enterprises as women-run enterprises.

Therefore, for this study, the women entrepreneurs considered were based on the following **inclusion criteria:**

1. The woman entrepreneur should have contributed to the equity capital of the concern.
2. The woman entrepreneur should be actively participating in the running of the organization and in all functional areas of management.
3. The establishment of the enterprise be minimum three years.
4. The establishment must help generate income for all those employees associated with it.

Discussions with appropriate authorities at the government departments like District Industries Centres (DICs) and Centres for Entrepreneurship Development (CEDs) as well as the Chambers of Commerce and Industries and Entrepreneurship Development Institute (EDI) were done. With the preliminary information provided, an attempt to formulate a list of women-run

enterprises was created. It was felt that as no census data is available on the number of women entrepreneurs in the state, **a snowball sampling method** was followed.

This study follows **an exploratory cum descriptive research design**, as it will help the researcher to understand the issue more thoroughly, before attempting to quantify mass responses into statistically inferable data. Used properly, exploratory research will provide rich quality information that will help identify the main issues that should be addressed in our survey and significantly reduce the level of prejudice. Within the exploratory design, the researcher will incorporate the use of Case studies. One case study from each zone was presented. Reliability on Secondary Sources of Data was also adopted.

Tools of Data Collection:

A properly structured tool for collecting demographic data was constructed using more of close-ended questions as the study aims at obtaining the opinions of its respondents. This tool was developed by referring the various standardised tools available on the relevant subject. A pilot sample was studied and the sample data was treated on Cronbach's Alpha Test to assure of the reliability and validity of the tool.

Universe:

For the purpose of this study, the researcher studied all the women-owned, women-run enterprises within the State of Gujarat. However, four major zones i.e. Ahmedabad, Rajkot, Surat and Vadodara were covered.

Sampling:

Snowball Sampling method was used. In this method of sampling, the existing subjects under study refer the future subjects from among their acquaintances. The research scholar tried to obtain the names of Women Entrepreneurs from the local Chamber of Commerce and Industries from each of the zones under study and proper representation from each zone was selected for the study. All women-owned, women-run enterprises established since the last three years in the cities of Ahmedabad, Rajkot, Surat and Vadodara were studied.

Variables:

Dependent Variables: Work-Life Balance, Motivation and Leadership

Independent Variables: Age, Education, Experience and Income

- Hypotheses:**
1. Higher the income, higher is the motivation to work.
 2. With increased experience in the field, entrepreneurs develop their own leadership.
 3. Work-life balance is absent in women entrepreneurs.

Statistical Treatment:

The filled questionnaires were numbered serially and checked for consistency of the data, and any in-consistent data. The questions and responses were codified to represent the data in tabular / graphical form wherever appropriate. The collected data was correlated with the various dependent and independent variables. Hypotheses were verified using appropriate statistical tools and with the help of Excel / SPSS (Statistical Package for Social Science for Windows).

Limitations:

According to the researcher, no research can be a perfect research. There is always a scope of error. In this research, the researcher feels that there may be certain limitations that might affect the study. These limitations are,

- Lack of willingness of the respondent to participate in the research.
- Non-availability of Respondents.
- Lack of understanding about the topic in concern by the respondents.
- Authenticity of the secondary sources of data.

Data Analyses

The structured tool was first treated under the Cronbach's Alpha Test to find out its reliability and validity. On the exposed sample of 30 tools, the following score was found:

Case Processing Summary			
		N	%
Cases	Valid	30	100.0

	Excluded ^a	0	.0
	Total	30	100.0
a. List-wise deletion based on all variables in the procedure.			
Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items	
.849	.850	55	

As per the obtained score, it can be said that the designed tool was highly reliable for its use and it would measure what it intends to measure.

From the analysed data on 15 tools, the following has been inferred:

Socio-economic Profile

- ❖ 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.

On the scale of **Achievement Motivation**, the following inferences were made -

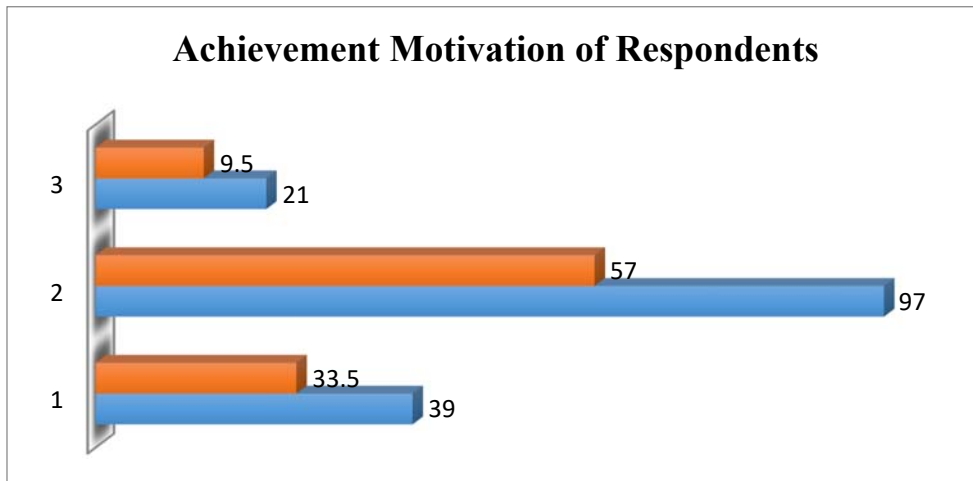
Table 2.1.1 Cumulative response on Achievement Motivation

N=158

Achievement Motivation		
	Frequency	Percent
Mostly disagree	15	9.5%
Agree to some extent	90	57%
Mostly agree	53	33.5%
Total	158	100%

The above graph shows the cumulative responses of the respondents on Achievement Motivation. It shows that out of the 158 respondents, majority of the respondents, i.e., 57% agree to some extent on having Achievement Motivation, 33.5% mostly agree that they have high Achievement Motivation and 9.5% of respondents disagree on having Achievement Motivation.

Graph 2.1.1 Showing Achievement Motivation of Respondents



Thus, it can be concluded that there is visible level of achievement motivation present among the respondents. It is this motivation that aspires women to work harder and achieve greater heights in their career. There is a great sense of achievement in women, and on knowing that people like them have achieved much in life, they are also motivated to work harder.

This also hints at the aspiring and hardworking nature of the women respondents.

Respondents own their actions and believe that they themselves like to deal with difficult situations so that the blame or praise comes to them alone.

On the scale of **Leadership**, the following trends were observed -

Table 3.1.1 Showing Cumulative responses on Leadership

N=158

	Frequency	Percent
Sometimes	39	24.7
Always	119	75.3
Total	158	100.0

Since none of the responses hint towards negation in Leadership, the 'Never' option has been deleted for easy understanding, The above table can be graphically represented as:

Graph 3.1.1 Showing Cumulative responses on Leadership.



From the data, it can be said that most of the women accept that they closely monitor the tasks at hand.

Many respondents believe in understanding and respecting other peoples' boundaries and limitations thereby knowing how to delegate tasks to them. This also makes them efficient leaders as they understand and accept their team members as they are. A more androgynous cum transformational leadership style is visible among women entrepreneurs.

Respondents feel they need to be more connected with their staff and hence may overlook mistakes however, if the mistakes can lead to serious consequences, they do not hesitate in putting their personal relations apart from their professional ones.

On the scale of **Work-life Balance**, the following inferences were made -

Table 4.1.1 Showing cumulative responses of Work life Balance of Respondents

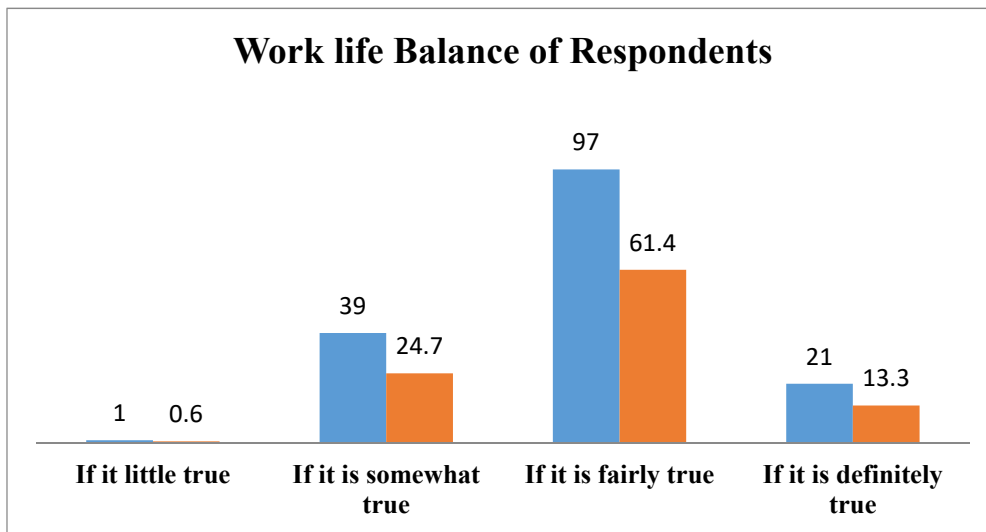
N=158

	Frequency	Percent
If it little true	01	0.6
If it is somewhat true	39	24.7
If it is fairly true	97	61.4
If it is definitely true	21	13.3
Total	158	100.0

The above table shows that out of the total respondents, i.e. 158, for a majority of respondents, 61.4% achieving work life balance is fairly true, for 24.7% respondents, achieving work life balance is somewhat true, for 13.3% respondents, achieving work life balance is definitely true whereas for only a small population of 0.6%, it is difficult to achieve work life balance.

This can be more descriptively represented through a graph, as below:

Graph 4.1.1 Showing cumulative responses of Work life Balance of Respondents



As far as Work-life Balance is concerned, the respondents felt that their personal lives were not affected by their work and they could easily balance it out.

Respondents expressed that they felt a deep sense of satisfaction by contributing to their family and the society at large by being in business and this feeling motivated them to push harder to achieve their goals.

On the basis of the data collected and statistically treated statistical, a collective result on the overall association between Achievement Motivation, Leadership and Work life Balance of Respondents was prepared.

A tabular representation of the same is as below:

Table 5.13 Showing Association between Independent and Dependent Variables.

N=158

		Achievement Motivation	Leadership	Work Life Balance	Age of the Respondent	Education	Experience	Average Income (Per Month)
Achievement Motivation	Pearson Correlation	.01	.456**	.367**	.095	.055	.001	.003
	Sig. (2-tailed)		.000	.000	.235	.493	.994	.974
	N	158	158	158	158	158	158	126

Leadership	Pearson Correlation	.456**	.01	.422**	.011	.077	.062	.301**
	Sig. (2-tailed)	.000		.000	.890	.334	.441	.001
	N	158	158	158	158	158	158	126
Work Life Balance	Pearson Correlation	.367**	.422**	.01	.197*	.028	.168*	.376**
	Sig. (2-tailed)	.000	.000		.013	.723	.035	.000
	N	158	158	158	158	158	158	126

(The mean difference is significant at the 0.05 level.)

The above table shows association between the independent and dependent variables. It can be seen that Achievement Motivation is highly significant and associated with Leadership and Work life Balance whereas, it is not significant with any of the Independent Variables.

Leadership is highly significant and associated with the dependent variable of Work life balance and the Independent variable of Average Income (Per Month). It can be interpreted that respondents who have higher income have better leadership skills. However, there is no significance between leadership and experience. Hence, the hypothesis that with greater experience, the respondents develop better leadership skills is rejected. This gives scope to study the leadership patterns of respondents and what factors foster leadership among women entrepreneurs.

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 out rightly 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.

The data gives a very vivid picture of how the dependent variables are associated with the independent variables in the current study. Clarity in terms of the interrelatedness of variables is also got from the data set.

Further, the data was also exposed to *f*-test for analysis of variance and the results on the *f*-test were further exposed to post-hoc test to determine the comparison within variables. This led to acceptance of two hypotheses (H_1 & H_2) while non-acceptance of H_3

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 H_1 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 H_2 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.**

A strong conclusion which can be drawn from the quantitative data is that each entrepreneur has their own set of skills and struggles and it takes a great deal of courage to continue working despite any fruitful result visible. A lot of decisions taken while enterprising may not be immediately rewarding but they gradually enhance the capacity of the women to appreciate their own working style and their own actions.

Conclusion

From the above data, it can be concluded that Women Entrepreneurs really have made a big contribution in the nation's economy. They have taken a road less travelled to be able to achieve their goals and aspirations. They have worked tirelessly and relentlessly to achieve their targets despite the society thinking of them as a weaker sex. For them, their gender has never been a matter of shame and their aspirations have not been put down because of their gender. On the contrary, being females, they have received more recognition for being able to run successful businesses besides managing home and family.

As far as **Achievement Motivation** is concerned, Respondents enjoy reading biographies of successful people in order to derive inspiration from their lives thereby making their own work life better. Respondents plan well in time and productively utilize their free time by efficient planning. There is a great sense of achievement in women, and on knowing that people like them have achieved much in life, they are also motivated to work harder. This also hints at the aspiring and hardworking nature of the women respondents. Majority of the women respondents completely agree that they never leave a task unfinished. They continue persevering hard in order to get their tasks done. Women respondents have this innate urge to do something others have not done before and hence, they always compete with themselves to become better at their business. For them there is no substitute to hard work and they give lesser importance to luck. Moreover, they don't wait for people's approval on matters related to their work; if they feel things will work in their favour, they go ahead with their plans. Respondents agreed to befriending the most intelligent people in order to live up to the standards required in business. Respondents own their actions and believe that they themselves like to deal with difficult situations so that the blame or praise comes to them alone.

On the **Leadership** front, respondents have come across to be encouraging to their team members and have tried to foster an environment where even their subordinates learn and take up initiatives. This data also shows their interest in coaching people to be like them. The respondents are satisfied with their team members doing well and not intimidated by them. Nearly 72% of the women accept that they closely monitor the tasks at hand. A fair amount of women respondents i.e. 63% respondents believe in understanding and respecting other peoples' boundaries and limitations thereby knowing how to delegate tasks to them. This also makes them efficient leaders as they understand and accept their team members as they are. When correcting mistakes, 51% respondents do not worry about jeopardizing relationships

sometimes. They feel they need to be more connected with their staff and hence may overlook mistakes however, if the mistakes can lead to serious consequences, they do put their personal relations apart from their professional ones. Since most of the respondents are self-made entrepreneurs, they have devised their own ways of leading their team. However, 48% of respondents enjoy reading articles, books and trade journals about their profession, and then implementing the new procedures which they have learned by reading.

As far as **Work-life Balance** is concerned, the respondents felt that their personal lives were not affected by their work and they could easily balance it out. Nonetheless, only 35% respondents are able to meet prescribed deadlines and schedules, without affecting their home life. 35% respondents work for extra hours to get their work done and almost 20% of the respondents often carry the additional work home. Nearly 15% respondents ignore their health and do not engage into any kind of exercises to take care of their health. However, 72% respondents admit that they thoroughly enjoy doing their work. Respondents expressed that they felt a deep sense of satisfaction by contributing to their family and the society at large by being in business and this feeling motivated them to push harder to achieve their goals.

Narratives from Selected Respondents:

During the early months of 2018, the respondent was muddling with the data collection after making all possible efforts to contact the right kind of respondents, the researcher reached out to 158 respondents across the four cities of Ahmedabad, Rajkot Surat and Vadodara. The city-wise break up of respondents is as under:

S. No.	City	No. of Respondents
1.	Ahmedabad	50
2.	Rajkot	19
3.	Surat	50
4.	Vadodara	39
TOTAL		158

Each respondent had a unique experience to share and almost everyone had a journey full of struggles and setbacks. But what made them what they are today is their perseverance and patience and the undying will to never give up. The researcher has tried to incorporate few narratives from the respondents as part of the study to show how women work in different trades and enterprises. The researcher has taken care of the ethical aspects and considerations before producing the case studies. Owing to these ethical considerations, the names of the respondents have not been disclosed for the purpose of confidentiality. Thus, narratives have been framed to display the issues and challenges faced by the respondents. The researcher has also attempted at trying to correlate the observations and notes along with the Social Work Skills to identify how these skills have been used by the respondents, and to what extent. Despite the pool of data available, the researcher has limited to sharing one case study per zone to justify the collected data as well as to show variety in the approach of respondents within the same state.

Making the best out of waste

- 1. Name of the Organization:** WastePro, Ahmedabad
- 2. Year of Establishment:** 2011
- 3. Objective:** Understand, Update, Upgrade and undertake all steps possible in biodegradable waste treatment and management.
- 4. Activities:** The WastePro team is a team of spirited individuals committed to change the way citizens view waste. To ensure their objectives are met, the team empower children and citizens to become change agents themselves. They also bring the Do It Yourself (DIY) concept in Waste Engagement. Moreover, by this, contribute significantly to Swachh Bharat Mission.
- 5. Entrepreneurial Journey:** “I was fed up of the inaction of the municipal corporation & watching cows feeding on plastic waste in their search for food. That is when it first struck me to begin a movement to address this menace and turn into a social entrepreneur,” says the respondent.

The respondent founded her for-profit enterprise in the year 2011, after a career as an Employee for 9 years. During her employment tenure, she worked for credible organizations like ITC Ltd, Confederation of Indian Industry (CII), Autonomous University of Madrid, Spain, Mission Mangalam of the Commissionerate of Rural Development, Govt. of Gujarat and lastly the Gujarat Chamber of Commerce & Industry. The burning desire to turn an employer and start her company led the respondent to tread the uncharted path of a new venture creation specialising in Solid Waste Management. Rearing to venture a male-dominated and government-centric sector was not an easy decision for her as a woman entrepreneur. But, today as an official stakeholder, she has treated tonnes of waste and prevented waste.

The business model of the respondent is that of treating waste in a decentralized manner, at the point of generation itself. As the project treats a unit's waste in their own premises, garden, food & paper waste is prevented from reaching landfill sites. The venture promotes decentralization of solid waste treatment and management. The enterprise deals with the sales of waste handling tools, vermicomposting tools, earthworms and bio culture.

- 6. Beneficiaries:** The respondent has taken her ideas to generate revenues by selling Bioculture, Kitchen waste composting kits, selling earthworms & selling vermi-compost to bungalows, farmhouses, industries & organic farmers. Karnavati Dental School, Mayur Greens Farm House, Shri Uma Industries, Naroda and J K Lakshmi Cement Ltd., Kalol are few of the many beneficiaries.

- 7. Issues and Challenges:** The respondent went home to home teaching residents to handle their waste. She has not only toiled to make Ahmedabad a greener city but she has also taught people to derive wealth from waste. She has enlightened many school going children on environment conservation and has transformed lives of many people.

The biggest challenge that the respondent and her enterprise face today is shifting human consciousness. She believes that it is not the planet that needs saving, it is people. She believes if people start taking environment for granted, there will soon be a time when human race might just be wiped off from the face of the Earth.

- 8. Correlation with Dependent Variables:** The respondent's future aspiration is to be known as one of the key social venture companies instrumental in laying the foundation for a Zero Waste Amdavad by 2030.

The respondent works individually managing her finances and operations with quite a balance. She has a team of workers and labourers not co-workers. She finds it difficult to balance her work-life and personal life; hence, she chooses to live a life by integrating work and family thereby giving her a flexible social life.

- 9. Social Work Skills Used (as perceived by the researcher):** The researcher observed the skills of information gathering and analysis in the respondent. The researcher also observed that the respondent was assertive and direct in her approach. She considers herself as a one-person army and prefers working solo. She is good at problem solving. She has good skills of delegating the work and is inspirational to people to become more environment-conscious.

- 10. Learnings:** The respondent prefers to be called a Social entrepreneur. She decided to quit her well-paying job and invest all her savings as seed money for her venture. She believes that nature does not need human beings rather human beings need nature. She has won the best stall award at Vibrant Gujarat 2013. She was a part of the stakeholder's meeting in drafting the new solid waste management rules 2013 of the Ahmedabad Municipal Corporation.

Create your own destiny!

- 1. Name of the Organization:** Krish Consultancy, Rajkot
- 2. Year of Establishment:** 2006
- 3. Objective:** To be the Most Preferred Training and Placement Provider at India Level.
- 4. Activities:** The enterprise began with two services - Job Placement (Recruitment and Staffing Solutions) and .HR & Training Implementation Services for Industries and Corporate Houses.
- 5. Entrepreneurial Journey:** After Graduating, the respondent decided to start Placement Consultancy firm as she observed that people are willing to work but they do not get the chance or do not have required skills and appropriate information. So in 2006, the respondent started her own consultancy which has now grown to 25 associates across the state, 100 clients and a data base of 1 lac candidates. “Women are generally perceived as home makers with little to do with economy or commerce. However, this picture is changing. In Modern India, more and more women are taking up entrepreneurial activity especially in medium and small scale enterprises”, says the respondent. She provides customized Human Resource Management and Training solutions through project based arrangements or complete outsourcing of the human resource function. She has vast experience to identify capability & skill of individual to develop their job career. She is also associated with various Management Institutes and Schools as a Resource Person and Consultant.

She is passionate to provide best job and career counselling facilities to every job seeker of Saurashtra region through her company. She has served more than 100 Industries & corporate as a HR & Training Consultant. She is a youth icon for youngsters of Saurashtra region, especially the females.
- 6. Beneficiaries:** The consultancy has grown over the years and it has been pivotal in providing jobs to over 1 lac candidates within the Saurashtra region. She has provided trainings in almost 100 industries and corporate houses. She has trained more than 10,000 Executives/supervisors in different industries & more than 50,000 students of Institutions.
- 7. Issues and Challenges:** She feels that in the region where she belongs, the parents’ goal is to educate the females to ensure they get the right match. This mind set hinders many women who have entrepreneurial ideas. Thus, the region sees less contribution of women in entrepreneurial activities as compared to cities like Ahmedabad and Surat.
- 8. Correlation with Dependent Variables:** The respondent has contributed in growth & development of SMEs in last 13 years as 5S Expert. She is self-motivated and found space for

her venture because there was a need for such establishment in the market. She is a corporate trainer and leads others be example. She has a dedicated team of trainers and placement providers who work in cohesion to provide employment opportunities to the unemployed youth. Her enterprise follows the model of providing skill-based jobs. Since the enterprise has been long establishes, the respondent finds it very easy to strike balance between her work life and her family life. .

- 9. Social Work Skills Used (as perceived by the researcher):** The researcher observed that the respondent possessed excellent skills of communication and presentation. She possesses right knowledge and owes to her team to keep her updated on the latest news and trends that help her in her training sessions. She is resourceful and has a well-knit network of professionals who push her to fame. She possesses great leadership skills and treats her workers as family. She is empathetic and assertive. She does not believe in jeopardising personal relations at the cost if professional negligence and hence takes utmost care in dealing with her employees. She possess good interpersonal skills and problem-solving skills. She maintains a calm and pleasant disposition.
- 10. Learnings:** The respondent believes that life is all about creating yourself so one must design his or her own destiny. The researcher learned that it takes years of struggle to be able to create a space for oneself in the market. The researcher observed this undying spirit to succeed at all costs, in the respondent.

Inspiring people to live WAKEFULLY!

- 1. Name of the Organization:** Happy Minds, Surat
- 2. Year of Establishment:** 2012
- 3. Objective:** The sole mission and objective of the company is to transform lives.
- 4. Activities:** HappyMinds is a multi – faceted organization that is committed to bringing this change by empowering people coming from different walks of life. HappyMinds deals in following three verticals:

ProMinda: These Training and Workshops aim at mentoring & training individuals & organizations to enable them to reach a higher level of thinking thereby giving a meaning to their existence.

Leadership Academy The Leadership Course will take you from existence to excellence! To create an impact and change the approach from traditional bookish learning to global age practical learning.

Social Initiative-Jazba: This vertical is driven by the Jazbaa to make a difference to society in unique ways. Sessions on iLearn to iLead, Nurturing Young Trainers, Positivity Drive, etc. are the core fundamentals of this vertical.

- 5. Entrepreneurial Journey:** The respondent pursued her Master's Degree in Business Administration from MIT, Pune. There she chose a module which, allowed her to work while studying and got herself placed in a Corporate training company. Her work profile was in the marketing sector but she stretched her working hours to learn as much as possible. She spent her break-times in seminars, where one of her senior used to deliver sessions on 'Life Skills'. She happily served tea and snacks to the participants just to be present there and simultaneously, learn. Even after, tiring working hours, she used to manage her time and make modules from what she learnt in the whole day. Since the beginning, she has followed the mantra – "Wake up, Dress up and Show up". And keeping the same mantra as her motivation, she soon started off as a trainer; however, small the number of audience, she had her mother and her best friend, as her constant. There were times, when people tried to pull her down. They mocked her as some 'modern-day-baba' and went on to call her a 'fanatic'. But she had a clear positive vision and a huge faith in her own work. She had built a strong inner system, relying on which she kept going on and did not let criticism disturb her pace. She then studied NLP (Neuro-Linguistic Program) where the roots of her ideology were nurtured. She then invested herself completely in understanding the thought patterns of the human mind.

6. Beneficiaries: HappyMinds offers services like training, seminars and workshop sessions and events on positive parenting, entrepreneurial empowerment, confidence building, communication, homemakers' empowerment, corporate training, youth conferences, positive thinking sessions and many more. The beneficiaries range from the ages of 4+ to 60+ years.

7. Issues and Challenges: From going door to door to share her ideas, to giving free seminars and training, the respondent dedicated her initial entrepreneurial years in spreading awareness on mind power and building a strong base of trust and understanding among her growing audience. After almost, half-a-decade of persistent efforts and hard work, she brought the wave of change she always intended to. Now, when she announces her public seminars on either 'Positive Thinking', 'Happiness Therapy', 'Mindpower' or any other Life skill subjects.

The respondent believes that even today, there is not much awareness on the importance of mental wellbeing. She believes a lot needs to be done and she needs to expand the horizons of her venture to different parts of the country and the world at large.

8. Correlation with Dependent Variables: The respondent at the age of 19, dreamt and planned out a certain kind of life for herself and did every possible thing to make it work. However, fate had other plans altogether, none of it worked out the way she wanted. Broken and shattered, she started once again. This time her mind was railing with the idea of understanding how it all works. She intended to know how the mind over matter changed the game. That is precisely the time when things started playing out in her favour. This shows the level of motivation of the respondent. She is highly motivated by her own success and aspires to do more to make the world a better place. From a trainer, she has now become an influencer.

The organisation has a flat model, having more than 25 volunteers associated with them. The respondent, who is the boss, chooses to be called Director and Chief Mentor while she prefers to call her staff members as Chief Energy Officers (CEOs). She takes fun seriously and ensures all employees are always happy and cheerful. She follows a leadership model that further empowers the staff and volunteers to stay committed to the cause of transformation.

At an early age of 24 years, the respondent was the youngest speaker on the panel across the country for her Social Contribution at the TEDx TALK platform. BRITT India and iHeart Global Inspiration Women'17 have honoured her as one of the top 60 women entrepreneurs in India with innovative business ideas in 2016.

The respondent owes her success to her extremely supportive mother, her loving husband and both her families. Moreover, the positivity that her professional life gives her makes her personal life bloom too. Hence, she does not face any significant work-life balance issues.

- 9. Social Work Skills Used (as perceived by the researcher):** The respondent is an extremely confident individual with a very clear understanding of herself and her work. She lives a purpose-driven life and chooses to transform people's lives through her efforts. From the perspective of social work skills, the researcher has observed that the respondent possess excellent skills of communication and presentation. She has great resource mobilization skills and very sound interpersonal as well as intrapersonal skills. She follows the POSDCORB model thoroughly and is an efficient manager. She possesses good problem solving skills. She is accepting of herself and the people around her and believes in holding a non-judgmental attitude towards others. She is an epitome of positivity, enthusiasm and energy.
- 10. Learnings:** The researcher learnt about a new area of entrepreneurship, which dealt with infusing leadership among children as young as 4 years. On her visit to the enterprise, the researcher observed how intricately confidence boosting and leadership training is provided to the young minds. The researcher also observed how patiently and calmly the staff engaged with children in their fun activities. It was surprising to see that many parents are actually interested in the leadership camps for children and are willing to pay any amount just to enrol into the HappyMinds Academy.

Serving bowlful of happiness

1. **Name of the Organization:** Messy Bowl (earlier Maggewala), Vadodara
2. **Year of Establishment:** 2013
3. **Objective:** To pioneer in delivering hand-crafted food to people and savor their taste buds.
4. **Activities:** The USP is to create usual instant noodles with a twist and offer variety of flavours for all age groups. Their dishes are served at competitive and affordable prices. Core reason of our good standing in the market is our quality that has authentic flavours. It helps them become honest & trust-worthy brand among Maggi-lovers.
5. **Entrepreneurial Journey:** The respondent ventured into food industry without any prior experience. The respondent was working at the Vadodara Municipal Corporation making a sound living with a regular paycheque rolling in every month. Her life was near to perfect. She was also married to the person of her choice, which made her feel that her life was complete. However, life had a different take on her perceived happiness. She soon realised she was in to a troubled marriage and wanted to help her husband by running her venture. However, her husband belonged to a family conditioned to believe that a stable job is what one needs and abhorred the aspect of entrepreneurship. Moreover, the husband was not happy in letting his wife work while he had no income. However, the respondent stood against all odds to make sure her venture succeeded. Her family and friends immensely supported her and she truly believes that her legal separation from her life partner was like receiving a new life. She is an example of what a woman, who has only self-belief by her side, can do. With her vision to serve best in class quality food at affordable prices, she started a brand, that is today, loved by people of all age groups.
6. **Beneficiaries:** From one outlet in the heart of the cultural capital of Gujarat (Vadodara), it became one of the fastest growing chain in the fast-food industry. She has created a pool of happy customers in various parts of the country. Besides having their outlets in Vadodara, the venture has also expanded into cities of Rajkot, Surat, Hyderabad and Chennai.
7. **Issues and Challenges:** Founded in 2013 by a first generation entrepreneur with a belief in pioneering in delivering handcrafted food to people and savour the taste buds. Core reason of their strong foothold in the market, despite selling varieties of only one product, is their quality that has authentic flavours. This strategy helps them become honest & trust-worthy brand among Maggi-lovers. “We do not have a fancy, elaborate menu but whatever we serve is cooked with all our heart”, says the respondent.

They faced a big challenge when, in 2015, the Nestle Group landed under a legal scanner being accused of being unsafe and hazardous for consumption. As against the maximum limit of 2.50 parts per million (ppm), the amount of lead detected in the Maggi samples was perilously high at 17.2 ppm. The second offence was mentioning 'No added MSG' on the packaging, which is an act of mislabelling. On June 5, 2015, a nationwide ban was imposed on Maggi by FSSAI (Food Safety and Standards Authority of India). During this phase, the respondent had to go out of business for a while as there was a public outrage on serving a banned product. The respondent had to change the menu at her restaurant chain and had to wait until the matter cleared. That was a time when the respondent's outlet was named Maggewala. Once Nestle re-established itself back in the market, the respondent changed the name of her outlet from Maggewala to Messy Bowl. She continues to serve the same product with guaranteed safety. The product and the food chain gained such popularity that she was invited as a guest at the TV Show - Maggi Kitchen Journeys, hosted by the renowned Bollywood actress Smt. Renuka Shahane Rana (<https://www.youtube.com/watch?v=JDIKH2Ffx6I>).

8. **Correlation with Dependent Variables:** The respondent kept a very low profile and was happy with her life. After her marriage and shift to Ahmedabad, she came across many street vendors who were experimenting and serving Maggi noodles. On one such evening, when she was out with her friends sharing a bowl of Maggi, it occurred to her to leverage on this idea and open a chain in her hometown – Vadodara. Things seemed to be falling in place, until she found out that her husband did not have a job and she stepped forward to help with her venture. She was shocked to learn that the husband was not in favour of her working and restricted her movement. It was then that her mother stepped forward and helped her come out of a failed marriage. Leaving this behind, the respondent felt more confident in taking the leap and was motivated to devote more hours to her venture.

The respondent was supported immensely by her family and few friends who helped her choose the right location, staff, furniture, marketing, advertising, publicity and streamlining things for her. She believes in bringing people together and leads by example. She feels if one provides proper attention to the details, it can win many hearts. She does not believe in authority and treats her staff as family.

Since initially the venture required more involvement, the respondent had to spend days and nights at the restaurant ensuring that everything was in order. At that time, it was difficult to manage her work life and her family life. Gradually, when things started working out favourably, she was able to take time off for her personal commitments. Today, she has a well-balanced life at both personal and professional fronts.

- 9. Social Work Skills Used (as perceived by the researcher):** The researcher observed that the respondent possessed great managerial skills. She had a vision and was able to persevere through all the troubles to make sure her vision turned to reality. She applies the POSDCORB model very efficiently. She displays excellent interpersonal and intrapersonal skills. She possesses sound leadership skills and good skills of resource mobilization. She thrives on her networking skills, which have led to the nationwide expansion of her outlets. She has great problem solving skills. She maintains a pleasant disposition and is always ready to continue to inspire young and potential entrepreneurs with her self-belief and positivity.
- 10. Learnings:** The researcher learned that eureka moment could also occur during the times one least expects it. In case of the respondent, it occurred over a bowl of Maggi. Today, that has turned into a successful business venture. The researcher learned that entrepreneurial success does not come overnight and entrepreneurs have to persevere hard to ensure that their vision becomes a reality. The researcher also learnt that despite the difficulties, one needs to pursue and put their foot down to create great results.

SUGGESTIONS & RECOMMENDATIONS

One of the objectives of the study was also to suggest a framework to promote women entrepreneurship in Gujarat. A framework for promoting entrepreneurship among women in Gujarat will be duly discussed and suggested in the next chapter.

This chapter presents the suggestions of the researcher and the recommendations along with areas of Social Work Intervention based on the findings of the analysis elaborated in the previous chapters.

This chapter is further divided in to two parts:

1. Suggestions & Recommendations
2. Areas of Social Work Interventions

1. Suggestions and Recommendations

One of the objectives for this study was to also provide a framework to develop entrepreneurship among women in Gujarat. From the study undertaken, the researcher has got many new insights about female entrepreneurship which were not known earlier. However, there are certain loopholes, to cover up which, the researcher provides suggestions as part of the study.

It is said that an entrepreneur is someone who possesses a risk taking ability and the courage to face problems and suggest alternate and novel suggestions for the same. In case of women entrepreneurs, the expectation is different because if their risk fails, they have no other choice but to shun their dreams of enterprising. It is with this perspective that the suggestions have been provided.

a. Promoting positive attitude towards entrepreneurship through role models

One of the biggest reasons women remain laid back in the field of entrepreneurship is the negative conditioning towards failure and a deep understanding that risk taking almost always leads to failure. This negativity can only be countered with a positive infusion of successful women entrepreneurs taking the lead in coaching the nascent women entrepreneurs.

- Enterprising women are different from small scale vendors and hence their psychosocial outlook is very different. Their education and skills can be effectively used for creating proper forums for budding entrepreneurs wherein the stable entrepreneurs can explain the challenges and mentor the budding entrepreneurs to nurture better.
- The dedicated forums for women entrepreneurs can offer periodical trainings which can cater and invite more and more participation from enterprising women in order to hone their entrepreneurial skills.
- Voluntary role-model engagement programmes can be encouraged where successful women entrepreneurs come together at public events to encourage entrepreneurship among women.
- These forums can be utilised to incubate budding entrepreneurs wherein the skill development can be rigorously emphasised.
- These forums can also act as a platform for women entrepreneurs to effectively conceptualise their entrepreneurial ideas and convert it in to successful businesses.

b. Approaching the proper authorities

- There is an increase in the emphasis of promoting women entrepreneurship under the aegis of Skill India Program of the Government of India and the state government as well. However, there are many entry points for women and many times this creates a confusion among those who are actually seeking help.
- It is suggested to have a single-window system for the registration to loans to scholarships and benefitting schemes, and other aspects related to entrepreneurship. Here, it becomes important to understand that women entrepreneurs may not always have a self-help group (SHGs) or support groups, they may be individuals willing to start up a firm on their own. For such women, a separate system must be devised without them having to run from pillar to post to ensure their paperwork is in place.
- Use of the internet and online systems can prove to be a great boon to the government functionaries and the beneficiaries alike in order to streamline processes for every aspect of entrepreneurship.

- Enterprises registered by women in the name of women must be specially recognised and some rewards can be provided to those enterprises. This strategy may encourage other women also to come up with novel ideas and can lead to increased entrepreneurship.

c. Facilitate access to finance through financial literacy and a range of financing instruments

- There are various financial schemes available for women entrepreneurs in India but the beneficiaries are unaware about it because of lack of awareness and proper advertisement.
- It is observed that women entrepreneurs lack financial literacy and that financial institutions are also not very open about the explanation regarding the complicated policies.
- Modern methods like “fintech” as an industry sector is changing the nature of business funding, and small businesses are increasingly using a wider range of sources of capital.
- Use of Crowdfunding is also becoming more popular and is applied in many forms, including rewards or gifts, debt, equity, or a combination of debt and equity. Crowdfunding assures of reaching out to a large network of potential financiers over the internet without any face-to-face contact. By resorting to these modern methods, female entrepreneurs may be able to overcome the traditional discrimination in accessing financial backing to start a new ventures. (Halabisky, Potter, Garcia, & Levie, 2016)

d. Easing journey from the mind to the market

- Entrepreneurship is all about the right ideas at the right time combined with the right resources and we have a successful enterprise. However, when it comes to enterprising women, a lot of ideation remains limited only within the enclosures of their minds. The scepticism of failing does not let women take many risks. Moreover, the linkages between the production and marketing of the same are found to be very weak and in their nascent stage.
- Inability to promote their own products or services leaves women dejected and withdrawn from entrepreneurship. This can be explained as every woman knows how to cook, but not every woman is a restaurateur.
- In Gujarat, a government arm of the Mission Mangalam - Gujarat Livelihoods Promotion Company (GLPC) Limited has initiated exhibitions where women entrepreneurs can rent out stalls to market their products. However, these kind of initiatives need to be increased and promoted at a higher level so as to cater to a larger population.

e. Promoting Work life Balance and Family Counselling

- The social roles provoke women to ensure the house is kept in proper order while the man is at work. However, this cannot be convincingly said in case if the women begin working and leave the house for the significant other members to take care of. Hence, sensitization within families needs to be created so that they can promote women in their entrepreneurial activities.
- Young female entrepreneurs also have the responsibilities of marriage and family due to which their entrepreneurial role takes a back seat. A supportive and understanding family can help women overcome their inhibition even during these life events.
- Sensitization to explain that women can also portray the role of an entrepreneur must be created right from the beginning.
- Schools and colleges must adopt Entrepreneurship as part of their curriculum so that idea generation can start at a very young age irrespective of the gender and that deeper family understanding is created to ensure proper support.

2. Areas of Social Work Interventions

The accepted Global definition of Social Work Profession defines that “Social work is a practice-based profession and an academic discipline that promotes social change and development, social cohesion, and the empowerment and liberation of people. Principles of social justice, human rights, collective responsibility and respect for diversities are central to social work. Underpinned by theories of social work, social sciences, humanities and

indigenous knowledges, social work engages people and structures to address life challenges and enhance wellbeing.” (International Federation of Social Workers, 2014)

Hence, the professional social work respects diversity and enhances well being by use of various methods by which an individual, group or community at large can be empowered to help itself even in absence of any individual or situation.

The gamut of social work has always focused its attention on the weaker and vulnerable sections of the society and tried to mainstream them by countering the difficulties and enhancing welfare.

Through the current study also, the researcher has tried to bring about interventions which can augment entrepreneurship among women and help them be self-reliant.

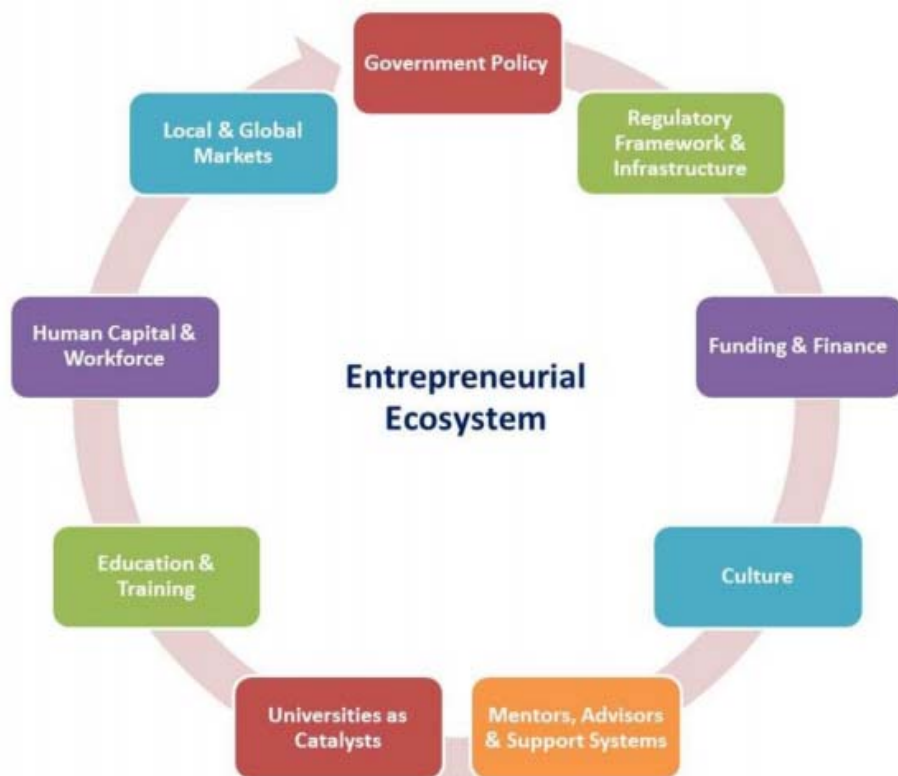


Figure 6.2.1 Showing Entrepreneurial Ecosystem

Figure 6.2.1 briefly explains the entrepreneurial ecosystem in which there are a lot of factors which play their role on helping the entrepreneur rise above their inhibitions and become a successful business-owner. Each of these elements of the entrepreneurial ecosystem can be linked with Social Work Methods to prepare a proper framework for intervention.

Social Work has two methods:

1. Primary Methods

- 1.1. Social Casework

- 1.2. Social Groupwork

- 1.3. Community Organization

2. Secondary Methods

- 2.1 Social Welfare Administration

- 2.2 Social Work Research

- 2.3 Social Action



Each method is unique in its approach to ease out human lives by providing scope for improvement at every aspect. Each aspect is described in detail below with areas for Social Work intervention at various levels to augment and accelerate the growth of women entrepreneurship in the state and the country at large.

1. Social Casework

Mary Richmond (1917) defined Social Casework as "the art of bringing better adjustment in social relationships of men, women or children." The purview of casework is dealing with individual problems and help them overcome it.

By applying the theories of casework to the current study, women can be empowered with greater confidence within themselves. In the Indian context, family dependency and personal obligations on women create hindrances to them in succeeding in their career. Motivational factors: Factors like intrinsic motivation, government policies, financial assistance and family support are still in weak shape in India for women entrepreneurs. These individual issues can be taken up and resolved in order to facilitate women. Providing proper hand-holding until these women are fully confident in the way they carry themselves in the market.

2. Social Groupwork

Trecker (1955) defined Social Groupwork as “a method through which individuals in groups and in agency settings are helped by a worker who guides their interaction in programme activities so that they may relate themselves to others and experience growth opportunities in accordance with their needs and capacities to the end.

With the help of the method of Social Groupwork, a focused approach can be followed to work in the direction of empowering women. Continuous and rigorous trainings can be provided to a small group of budding women entrepreneurs and helping them understand group processes and ways to handle their employees and practice leadership. With constant and consistent efforts in training and skilling the women entrepreneurs, they can be made to become more confident as a group.

Moreover, regular meetings with groups of women emphasizing on experience sharing and testimonies can help other women gain inspiration from the already successful women.

3. Community Organization

Ross (1967) defines community organisation as a “process by which a community identifies its needs or objectives, gives priority to them, develops confidence and will to work at them, finds resources (internal and external) to deal with them, and in doing so, extends and develops cooperative and collaborative attitudes and practices in the community”.

A reference-network of women entrepreneurs also can be considered as one community from the many communities of the society. This community can be made self-sustaining by developing confidence in them, creating awareness of the various schemes which can provide financial assistance and organizing training programs for them.

Moreover, the various methods of community organization like Education promotion to promote entrepreneurial education, Legislative promotion to promote various schemes offered by the government organizations, non-legislative promotion to promote the schemes offered by voluntary organizations, fund raising for enterprises, conferences of reference networks and evaluation of the status of enterprises can also be done for the smooth functioning of enterprises.

4. Social Welfare Administration

Harleigh Tracker (1971) interprets social welfare administration as a “process of working with people in ways that release and relate their energies so that they use all available resources to

accomplish the purpose of providing needed community services and programmes.” (Devi & Ravi, 1998)

The government agencies and private agencies which exist in providing support to the enterprising women can be made more active in their functions so that a regular follow-up on trainings is taken and need-based programmes are designed for the benefit of the women entrepreneurs. The District Industries Centers (DICs), the Centres for Entrepreneurship Development, Chambers of Commerce and Industries, national and cooperative banks and all other significant agencies should work in collaboration in order to properly assist women in their trade and business guidance. A single-window agency system must be implemented wherein women can get their issues resolved under one single roof.

5. Social Work Research

Social work research may be defined as systematic investigation into the problems in the field of social work. (Das, 2000)

There is a great scope of researching in the field of women entrepreneurship from a social work perspective. The researcher has made a humble attempt in identifying and studying certain psychosocial issues of entrepreneurship among women but many areas such as impact of government schemes, impact of financial literacy, market linkages and women, leadership, gender analysis of entrepreneurship can be undertaken to gather insights from the field and can be researched upon.

Research in any topic will yield to generation of further scope of study. Similarly, the current study though has limitations, yet many researches can be formulated on the lines of the same topic as that under current study.

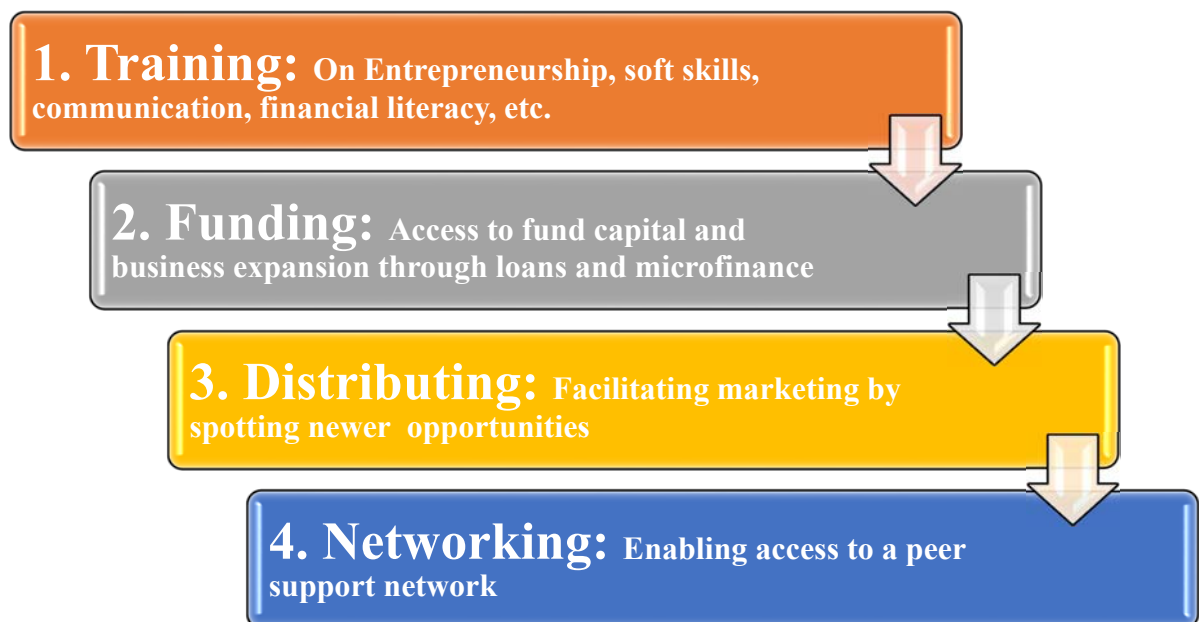
6. Social Action

Singh (1986) explains that social action is a process in which conscious, systematic and organised efforts are made by some elites and/or people themselves to bring about change in the system which is instrumental in solving problems and improving conditions which limit the social functioning of weaker and vulnerable sections. (Mishra P. D., 1992)

It is only by collaborating the various efforts made by the various agencies that something positive in the direction of helping women entrepreneurs grow and develop well can be achieved. Proper use of advocacy of the rights of women and women entrepreneurs can help foster the area of entrepreneurship among women. Models of Locality Development and Social Planning can be effective in practicing Social Action within the entrepreneur community.

Thus by working on these aspects, a proper intervention strategy for empowering women through entrepreneurship can be made.

From the above, it can be summarized diagrammatically that development of women entrepreneurship basically requires certain common and collective actions to be undertaken. If designed and implemented well, these actions can pave a new road towards achieving an equal society for women entrepreneurs. These actions are:



1. Training: Effective trainings can be planned and arranged for focused groups of women entrepreneurs wherein they can be trained on various entrepreneurial aspects like Proposal Formation, Soft Skills, Communication, Financial Literacy, Banking Procedures, Government

Schemes available for support, collaborating and networking as well as overall entrepreneurship development. A proper handholding mechanism must be designed which helps women overcome their diffidence.

2. Funding: Proper linkages must be created between financing agencies and the beneficiaries. Technology and crowdfunding can also be used to its fullest potential to encourage women entrepreneurs. Understanding the need of the business and learning to respond to it by expanding the capital investment with the help of loans and other means of financial support must be encouraged among women. Awareness of these facilities must be spread through proper media so that the number of beneficiaries may rise.

3. Distributing: Effective market linkages must be created in order to facilitate and encourage greater participation from women entrepreneurs. Due to lack of avenues to market their products and services, many women give up on their entrepreneurial dream. This can be avoided if a facilitating market connect can be established with the help of appropriate authorities. Internet has revolutionised the way businesses work these days. Understanding the using digital platforms and social media for marketing can be introduced so that women entrepreneurs can easily market their products online.

4. Networking: Businesses are known to flourish if one has the right kind of contacts. Hence networking becomes a very important aspect of developing entrepreneurship. Dedicated platforms and forums can be created where budding women entrepreneurs can easily approach and get proper guidance, advice and mentoring on how to grow and expand their business. This can enable a learning ecosystem for the beneficiaries and every individual, experienced or inexperienced in managing their business will be benefitted thereby creating a win-win situation for all.

As the society is undergoing a major paradigm shift towards technology, there is requirement to modify the society beliefs and provide women entrepreneurs with a strong ecosystem for entrepreneurship and democracy.

On a concluding note, the researcher would like to quote a very famous poem from one of the very well known and renowned Afro-American Women's Rights Activist, Maya Angelou (Angelou, 2011) on women. The focus and context of her work was basically expressing the extraordinary characteristics of women, however, the researcher has taken liberty to change some words in order to make it more meaningful and apt in the context of the current study.

Home makers wonder where my secret lies

Working women question my business size

But when I start to tell them,

They think I'm telling lies.

I say, it's in the reach of my arms,

the span of my waist

the stride of my step

the curl of my hair, in my fingers, interlaced

I'm a Woman. Phenomenally.

Phenomenal Woman. That's Me.

***Inspired by
Maya Angelou***

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