

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

SYNOPSIS

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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 an 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** be 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. Two case studies from each zone will be presented. Reliability on Secondary Sources of Data will also be adopted.

Tools of Data Collection:

A properly structured tool for collecting demographic data will be constructed using more of close-ended questions as the study aims at obtaining the opinions of its respondents. This tool will be developed by referring the various standardised tools available on the relevant subject. A pilot sample will be studied and the sample data will be 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 will study all the women-owned, women-run enterprises within the State of Gujarat. However, four major zones i.e. Ahmedabad, Rajkot, Surat and Vadodara will be covered.

Sampling:

Snowball Sampling method will be used. In this method of sampling, the existing subjects under study refer the future subjects from among their acquaintances. The research scholar will also try 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 will be 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 will be 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 will be numbered serially and checked for consistency of the data, and any in-consistent data. The questions and responses will be codified to represent the data in tabular / graphical form wherever appropriate. The collected data will be correlated with the various dependent and independent variables. Hypotheses will be 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 which 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.

Major Trends:

From the analysed data on 159 tools, the following trends have been observed.

On the scale of **Achievement Motivation**, the following trends has been observed -

- Women respondents agree to most extent that they like reading the biography of great people in order to learn how they overcome hurdles and achieved great things in life.
- Most of the women respondents completely agree that they plan ahead as to what needs to be done in their free time.
- Majority of the women respondents agree completely to the fact that when they come to know that somebody like them, have achieved something great, they motivated to do the something in a better way.
- Most of the women respondents completely agree that people think of them as being very hardworking and ambitious.
- Majority of the women respondents completely agree that they never leave a task unfinished.
- Most of the women respondents agree completely that they always work very hard to be among the best.

- Majority of the women respondents completely agree that they aim to reach the highest level at their work.
- Most of the women respondents completely agree that they would always want to do something which others have not done.
- Majority of the women respondents agree to some extent that they are basically competitive and compete only for the sake of competing.
- Most of the women respondents completely disagree with the belief that success in life has less to do with hard work and more to do with luck and more to do with luck and being in the right place at the right time.
- Many women respondents disagree completely with the idea that they will go ahead with their plans only if they are sure that other people will approve of it.
- Majority of the women respondents agree to some extent that it is a good idea to be always above others in achievements, because that may make them feel good about themselves.
- Most of the women respondents like to be the best in the work that they do.
- Majority of the women respondents enjoy finishing their assignments even when they are difficult and time consuming.
- Most of the women respondents enjoy making friends with the most intelligent workers so as to keep up their standards of performances.
- Majority of the women respondents like it when people say in front of others that they are doing well.
- Many women like to deal with difficult situations so the blame or praise for its results come to them alone.

On the scale of **Leadership**, the following trends has been observed -

- A large majority of women respondents encourage their team to participate when it comes decision-making time and they try to implement their ideas and suggestions.
- For most women respondents, nothing is more important than accomplishing a goal or task.
- Majority of the women closely monitor the schedule to ensure a task or project so that it is completed on time.
- Most of the women respondents enjoy coaching people on new tasks and procedures.
- Majority of the women respondents enjoy undertaking challenging tasks always.
- Most of the women respondents encourage their employees to be creative about their job.
- Majority of the women respondents ensure that every detail is well accounted when their assignments are through to completion.
- Carrying out several complicated tasks at the same time is sometimes attractive to women respondents but generally they try to refrain from such situations.
- Sometimes the women respondents enjoy reading articles, books and journals about training, leadership, and psychology; and then putting what they have read into action.
- Being sensitive and emotional, naturally, women respondents do worry about jeopardizing relationships when correcting others' mistakes.

- Majority of the women respondents manage their time very efficiently.
- Most of the women respondents enjoy explaining the intricacies and details of a complex task or project to my employees.
- Breaking large projects onto small manageable tasks is second nature to majority of the women respondents.
- Most of the women believe that nothing is more important than building a great team.
- Majority of the women respondents enjoy analysing problems.
- Most of the women respondents honour other people's boundaries.
- Counselling their employees to improve their performance or behaviour is second nature to majority of the women respondents.
- Most of the women respondents enjoy reading articles, books and trade journals about their profession, and then implementing the new procedures they have learned.

On the scale of **Work-life Balance**, the following trends have been observed -

- During times of social emergencies, most women respondents do find time to attend to them. However, there are few who find it difficult to take leave at the time of social emergencies.
- A large number of women respondents are able to participate in community activities and attend to religious commitments.
- For most of the women respondents, it is easy to spend quality time with family and friends.
- Majority of the women respondents are able to comfortably fulfil the basic requirements of their families.
- Most of the women respondents agreed that they do help their children in preparing for their exams.
- Majority of the women respondents get time to attend to their sick partner/ child/ parents despite the busy schedule.
- Most of the women respondents find opportunities to enjoy holidays with their family.
- Many women respondents do find time to invite their friends for a party at home.
- Most of the women respondents meet the prescribed deadlines and schedules, without affecting their home life.
- While doing a group task, majority of the women respondents do not experience work pressure and they are easily able to complete their tasks.
- Many women respondents agreed that they do work for extra hours to get their work done.
- Many women respondents also agreed to taking additional work home.
- Women respondents do feel pressurised while working when deadlines are nearing but they ensure that the task is complete well in time.
- Most women respondents agreed to sharing work with their colleagues whenever needed.
- Majority of the women respondents negated the statement that they cannot manage more than one project at a time.
- Most of the women respondents do overtime to complete their work.

- Most of the women respondents believe that they can adjust their working schedule to attend to their life's priorities.
- It was observed that women are so engrossed with their work that they do not find time for themselves to take care of their health, however, a large percentage still follows a fitness regime.
- Almost all women agreed to be enjoying the work that they do.

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.

Suggestions

Starting a business is about much more than simply making money. The motivations are multidimensional and can vary widely among different groups of people. Entrepreneurs should not be treated as a homogeneous group and understanding individual differences in entrepreneurial behaviour provides an opportunity to support meaningful progress for entrepreneurs today.

In Indian scenario, women are usually not the livelihood earners, they are secondary to men in terms of earning and their earnings are used up in smaller and largely insignificant purposes which also include the women's pocket money.

There is a need to foster an aptitude of entrepreneurship in younger women who are more likely to own new start-ups with fresh talent and innovative ideas coming straight out of the college or universities which can be solved by providing complementary courses in entrepreneurship in various graduate and post graduate programs.

A need for building aptitude, attitude and acumen for business has arisen to help women venture out and become exposed to a wider arena of entrepreneurship by coming out of the typical 'feminine jobs'. This can be fulfilled by increasing and developing capacities of agencies involved in women entrepreneurship related activities. A change needs to be brought by exposing potential women to all facets of business rather than limiting their education and skills to typical jobs such as clothing, jewelry, beauty industry, etc.

Successful women entrepreneurs with multi-venture business are suggested to be given a platform to share success stories and plot a replicable program to inspire and motivate women on a wider scale.

Formation and inclusion of self-help groups, support groups, boards is recommended to bring together the force of women entrepreneurs which helps the collective voice reach to the masses. To assist women setup their enterprise independently outside the home, financial aid can be provided by institutional sources (GOs and VOs) directed specially towards startups.

Training and counselling should be given on a large scale of existing women entrepreneurs to remove psychological causes like lack of self-confidence and fear of success; this counselling should be through the aid of committed Voluntary Organizations (VOs), psychologists, managerial experts and technical personnel should be provided to existing and emerging women entrepreneurs.

The main reason women opt for entrepreneurship or are obliged to go for entrepreneurship are personal interest and financial problems. However, being the fairer sex in business, women also have to keep up to the family requirements and are not pardoned for missing out on family duties due to work or deadlines. However, women do not find this intimidating as they are conditioned to believe that the family responsibility is of theirs alone and hence work hard on a path of dual role in the society.

There has come the time when women are decision makers of their own career chart; the respondents who had opted for an enterprise had done so mainly because of the interest and opportunities it gives for personal growth and development.

Similarly, the same reason keeps women entrepreneurs motivated at work, i.e. the interesting nature of work. A typical woman entrepreneur is an opportunist in nature and loves being an authority at work.

The researcher has suggested that the women need to work out-of-the-box, venture out in a non-typical business but also believe in the power of affiliation that the consumer market is inclined towards; when a person comes from a particular background or community, they are more likely to succeed if they are selling what the market demands from them, what they are famous for. This is also a reason that the women are more trusted when it comes to clothing, jewellery, cooking and so on. However, similar trust should also prevail if women engage into any socially constructed masculine enterprises and must not be discouraged because of their sex.

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