

**CHAPTER I**  
**INTRODUCTION**

“A single person can move mountains, perform miracles.

And that person could be you...”

— Rashmi Bansal

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

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

According to Richard Cantillon "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".

The word ' entrepreneur' originates from the French word "Entreprendre" (to undertake) in the early 16<sup>th</sup> Century it was applied to persons involved in military expeditions, and extend to cover construction and civil engineering activities in the 17<sup>th</sup> century, but during the 18<sup>th</sup> century, the word 'entrepreneur' was used to refer to economic activities. Many authors have defined 'entrepreneur' differently. In general, an entrepreneur is a person who combines capital and labour for production. Entrepreneurs are the real heroes of economic life. They are the ones who sweat and toil and sacrifice and that natural resource gain value only by the ingenuity and labour of man. From the knowledge of failure, they forge success. In accepting risk, they achieve security for all. In embracing change, they make sure social and economic stability.

Entrepreneurship is neither a science, nor an art. It is a practice. However, as in all practices, medicine or engineering for instance, knowledge in entrepreneurship is a means to an end. It is not a 'flash of genius' but purposeful tasks that can be organized into systematic work.

The term entrepreneurship appears to connote a much-restricted meaning in the Indian context. It covers only a limited sphere of enterprising endeavour i.e., establishing and running of factories and industrial enterprises alone. It has also

been viewed as a phenomenon occurring around an individual and benefitting only an individual. It is only recently that it is being appreciated as one that could be harnessed to benefit larger groups.

Women make up around half of the total world population. So is in India also. They are therefore, considered as the better half of the society. In traditional societies, they were confined to the four walls of houses performing household activities. The traditional set up is changing in the modern times. The change of social fabric of the Indian society, in terms of improved educational status of women and varied ambitions for better living, necessitated a transformation in the life style of Indian women. (Kumari, 2012)

Women, in the Indian society are conditioned to be extremely adaptive to the changes around. They are made to sit on the highest pedestal by making them feel that they uphold their family's integrity. Ironically, these women who uphold the integrity of their families are least respected and mostly humiliated. They are conditioned to be a doormat on which their husbands can always trudge. They are conditioned to respect their husband and his family even at the cost of her own self-respect. Self-respect, again, is a gendered concept. Men must have it while women can do without it. Many sexist practices exist in our country, which push women to the lowest rung of the ladder of empowerment. If at all women fight for their rights seeking equal opportunities, they are perceived in a different light. Each older generation of women compares itself to the newer generation and always make the new generation feel guilty of having asserted themselves for something, which should have been naturally given to them.

Being a culturally rich country, the people of India revere a lot of goddesses but on the other hand despise to give equal rights and opportunities to its women. Therefore, women need to put additional efforts to attain their fair share of opportunities in an otherwise patriarchal Indian society.

In the Indian society, a woman's role was naturally limited to the family. Since she was the bearer of children, she was fully occupied with her duties as a mother and a homemaker. It was societal expectation that women need to be bound to their homely duties and take care of the household, children and family. Women

were restricted to experimenting only in the kitchens and were seldom encouraged to exhibit their skills of innovation outside their homes.

Many factors like urbanization, technical progress, woman's education, etc., have profoundly changed these traditional conditions even in a developing country like India. Women perceive more and more clearly that if they really want to contribute to the welfare of their family and society the most effective way is to go out of home and earn money.

The participation of women in the economic development process can be mainly categorised into four segments namely

- Employment in unorganized sector
- Employment in organized sector
- Self-employment and
- Entrepreneurs

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 in the number of women entrepreneurs increase much more.

The all round development of women has been one of the principal points of planning process in India. The First Five-Year Plan (1951-56) envisioned a number of welfare measures for women. Establishment of the Central Social Welfare Board, organization of Mahila Mandals and the Community Development Programmes were a few steps in this direction.

In the second Five-Year Plan (1956-61), the empowerment of women was closely related with the overall approach of intensive agricultural development programmes.

The Third and Fourth Five-Year Plans (1961-66 and 1969-74) supported female education as a leading welfare measure.

The Fifth Five-Year Plan (1974-79) highlighted training of women, who were in need of income and protection. This plan corresponded with International Women's Decade and the submission of Report of the Committee on the Status of Women in India. In 1976, Women's welfare and Development Bureau was started under the Ministry of Social Welfare.

The Sixth Five-Year Plan (1980-85) saw a certain change from welfare to development. It acknowledged women's lack of access to resources as a serious factor impeding their growth.

The Seventh Five-Year Plan (1985-90) highlighted the need for gender equality and empowerment. For the first time, importance was placed upon qualitative aspects such as inculcation of confidence, generation of awareness with regards, to rights and training in skills for better employment.

The Eight Five-Year Plan (1992-97) focused on empowering women, especially at the grass roots level, through Panchayat Raj Institutions.

The Ninth Five-Year Plan (1997-2002) implemented a strategy of women's component plan, under which not less than 30 percent of funds/benefits were set aside for women-specific programmes.

The Tenth Five-Year Plan (2002-07) aims at empowering women through converting the recently adopted National Policy for Empowerment of Women (2001) into action and confirming Survival, Protection and Development of women and children through rights based approach. (Rao, 2007)

The Working Group on Empowerment of Women for the Eleventh Five Year Plan (2007-12), constituted by the Planning Commission in 2006, has emphasized the strengthening of Self-help Groups (SHGs) and community-based organizations for the empowerment of women. (Rajarajeswari, 2012)

The Twelfth Five Year Plan (2012-2016) aims at approving that RMK should be restructured from Society into Non-Deposit Taking Non-Banking-Finance-Company (ND-NBFC) to enable it to play its mandated role of women's empowerment through micro-finance and to extend capacity building and other support to women SHGs as a single window facility.

Total number of establishments owned by women entrepreneurs	8,050,819
Rural establishments owned by women entrepreneurs	5,243,044(65.12Percent)
Urban establishments owned by women entrepreneurs	2,807,775(34.88Percent)
Women owned establishments without hired workers	6,697,354 (83.19Percent)
Women owned establishments with hired workers	1,35,3465(16.31Percent)
Women owned agricultural establishments	2.76 Million (34.3Percent)
Women owned non agricultural establishments	5.29 Million (65.7Percent)

*Source: All India report of Sixth economic census 2016.*

(Table showing overview of Women Entrepreneurs of India)

Women work participation is low in India in comparison to certain countries of the world. Women work participation in India is 31.6 % whereas in USA it is 45 %, UK 43 %, Canada 42 %, France 32 %, Indonesia 40 %, Sri Lanka and Brazil both 35 %. (Sangolagi & Alagawadi, 2016) In India, men generally take the lead in the entrepreneurial world. With the varying cultural norms and rise in literacy rate more and more Indian women are accepting entrepreneurship as their career. With the arrival of media, women are being aware of their own traits, rights and also the work situation. They are thriving as designers, interior decorators, exporters, publishers, garment manufacturers and still exploring new avenues of economic participation.

## **HISTORICAL EVOLUTION OF WOMEN ENTREPRENEURS**

Up through the nineteenth century, women-owned businesses primarily included taverns and alehouses, millinery and retail shops, and brothels, and were often operated as a way to provide an income for women who found themselves without a breadwinning man. Sometimes, too, women inherited businesses from fathers or husbands and found themselves thrust into traditionally male enterprises. These women owned businesses in the face of prevailing social ideas that the unsavoury world of business was unsuitable for women's gentle and frail natures. Business, then, in these earlier eras, was a way for a woman in potentially dire

circumstances to provide for herself rather than become a social burden. (From *Ideas to Independence: A Century of Entrepreneurial Women*, n.d.) Many women succeeded in any case; among them, Rebecca Lukens, who, beginning in 1825, turned her family's faltering ironworks into a thriving steel business that endured into the 21st century. From 1900 through 1929, Progressivism, feminism, consumerism and immigration all gave rise to a climate that was not only conducive to women's entrepreneurship, but also highly accepting of them.

World War II brought many women into the workforce, filling jobs so men could go off and fight. That same patriotic fervour also inspired many women to consider starting businesses of their own. When World War II ended, women were pushed from wartime jobs for returning soldiers, and many went straight into businesses of their own. For women whose husbands returned injured or did not return at all, there was an added incentive. Hopeful women entrepreneurs found plenty of help and encouragement. (From *Ideas to Independence: A Century of Entrepreneurial Women*, n.d.)

The Civil Rights and women's movements of the 1960s and 1970s brought a new sense of purpose and a language of rights and empowerment to women entrepreneurs. Feminists founded businesses along movement principles, such as publishing ventures that would give voice to women's words and perspectives.

During the 1980s and 1990s, women who wanted to start a business or help it to grow got a major boost from the explosion in the number of new opportunities to network with other successful women entrepreneurs and to learn about access to federal programs and resources. Women broke other barriers, launching firms in male-dominated industries such as finance, insurance, engineering and increasingly "green businesses". (From *Ideas to Independence: A Century of Entrepreneurial Women*, n.d.)

Technological innovation ramped up fast, as the 1990s became the 2000s. That not only enabled women entrepreneurs to break into technology-based businesses in record numbers, but also to use technology to start, run, promote and accelerate all types of companies.

Women are often typecast as better manipulators and appeasers than men, and are famed for their higher ability to see things from the perspective of others. (Harari,

2015). But in the real world, these stereotypes do not hold true. Over years of evolutionary processes, the social norms pushed women to be more and more submissive, while the men started becoming more and more aggressive. It is due to these social constructs that gendered perspectives have been created in the society deciding gendered roles for each of the genders.

Since men obviously outnumber women at the workplace, there are more 'male-bonding' sessions from which women are excluded. (Krishnan, 2013) This creates greater divide between men and women at work and even in the entrepreneurial market. The set social constructs restrict men in from of women and women in the presence of men, as they feel uncomfortable in such situations.

### **WOMEN ENTREPRENEURSHIP IN INDIA**

As a patriarchal society, women have always played a second fiddle when it comes to their economic contribution. Any income generated by women is considered to be secondary, and not primary. Generation of primary income is a normative role shouldered only by the males of the society. This clearly leads us in to a conditioned belief that work is also gendered. The activities of daily living (ADL) are therefore divided between who does what as males or females, and working or enterprising as a role certainly does not fall in favor of women.

Historically, entrepreneurship in India is closely associated with the country's culture, customs and traditions, entrepreneurship often evolved along with societal etiquette. (Rizvi & Gupta, 2009) However, at present, the success of the individual as an entrepreneur depends mostly on his or her imagination, vision, innovativeness and risk-taking ability and need not be entwined with age-old cultural and societal etiquette. Rise of entrepreneurial needs can be considered to be closely linked to social, cultural, religious and psychological variables. Current entrepreneurship is thus centred on creative thinking and the growth of new ideas. However, whether this is the case for women entrepreneurs in India has not been fully explored. (Reddy, 1991) (Nayyar, Sharma, Kishtawaria, Rana, & Vyas, 2007)

At this juncture, it is worth mentioning that entrepreneurs are different from small-business owners who are primarily concerned with securing an income to meet their direct needs, rather than engaging in innovation. On the other hand,

entrepreneurs display higher achievement motivation and greater risk-taking ability and typically provide employment to others. In view of these reports and statements, the lingering question is what issues are confronted by Indian women entrepreneurs, where entrepreneurship is believed to be a male prerogative. (Mathew & Panchanatham, 2011)

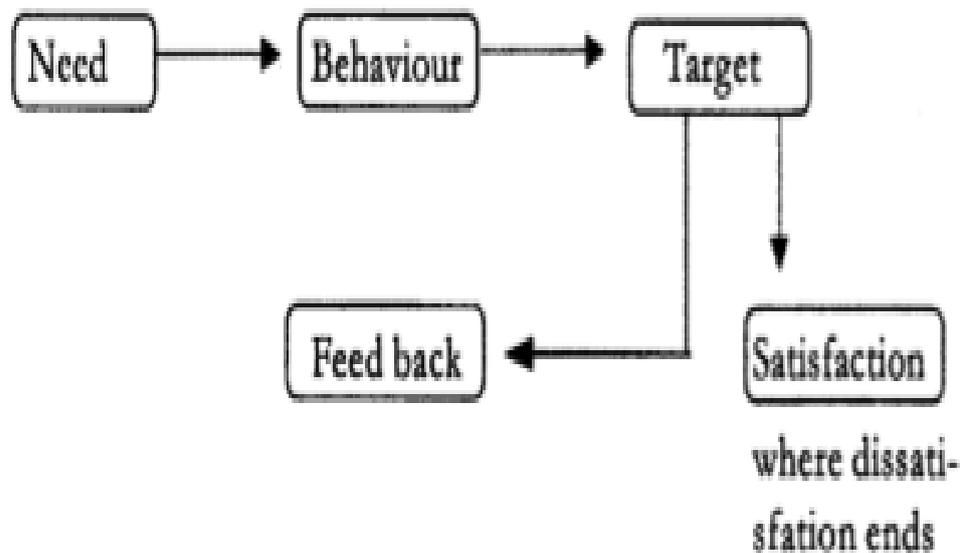
It is believed that entrepreneurship is ideal for women who are seeking to contribute their share of participation in the country's economic development. Since women are an important part of the industrialized society, it is now considered that women have to work using her acquired skill to supplement income for the family. Now they are likely to pick up self-employment opportunities rather than waiting for employment in the organized sector. For this, there is a need to create suitable alertness and environment to promote entrepreneurship.

Women entrepreneurship is gaining significance in India in the wake of economic liberalization and globalization. (Kumari, 2012) The policy and institutional framework for evolving entrepreneurial skills, providing vocation education and preparation has widened the horizon for economic empowerment of women. However, women account for only one third of the economic enterprises. There exists a surplus of successful business women entrepreneurs both in social and economic fields in India and they are performing significantly well. Government of India has also led National Skill Development Policy and National Skill Development Mission in 2009 in order to deliver skill training, vocational education and entrepreneurship development to the developing work force. The growing presence of women in the business field as entrepreneurs has transformed the demographic characteristics of business and economic growth of the country. Women-owned businesses enterprises are playing a more active role in society and the economy, inspiring academics to focus on this remarkable phenomenon.

The woman entrepreneur in India has various qualities. A woman or a group of women manage the whole business of enterprise. She formulates numerous plans and executes them under her own supervision and control. There may be some persons to help her but final control lies with the woman. A woman entrepreneur

must offer at least 51 percent of the employment generated in her enterprise to women. A woman entrepreneur takes calculated risk. She faces uncertainty confidently and assumes risk. She has to tie up capital and wait for good returns. A woman entrepreneur likes to take accurate risks because she wants to be a successful entrepreneur. The most critical skill essential for industrial development is the capability of building a sound organization. A woman entrepreneur assembles, co-ordinates, organizes and manages the other factors namely land, labour and capital. It is essential to be a self-confident for a woman entrepreneur. She should have faith in herself and in her capabilities. She should have the confidence to implement the amendment and overcome any opposition to change. A woman entrepreneur should have courage to own the mistakes and correct them. The key function of a woman entrepreneur is to make decision. She takes several decisions regarding the activities of her enterprise. She decides about the kind of business to be done and the way of doing it. A woman entrepreneur must be clear and creative in decision-making process. A woman entrepreneur is one who incubates new ideas, starts her enterprise with these ideas and offers added value to society based on their independent initiative.

A unique feature of a woman entrepreneur is the willingness to work hard. She has to follow the standard; a woman entrepreneur is an achievement-oriented woman, not money hungry. She works for challenge, achievement and service to others. Achievement orientation is a derivation to overcome challenges, to



advance and to grow. A woman entrepreneur must be optimistic. She should approach her undertaking with a hope of success and attitude for success rather than with a fear of failure. The positive thinking of woman entrepreneur can turn the condition favourable to her.

The success of an enterprise mainly depends upon the ability of woman entrepreneur to cope with latest technology. (Mishra S. , 2009) Technical competency refers to the ability to devise and use the better ways of producing and marketing goods and services. Women entrepreneurs face the difficulties boldly and bravely. She has faith in herself and tries to solve the problems even under great pressure. A woman entrepreneur is active, focused, having a mission and a clear vision. She should be a woman of creative and analytical thinking. She must be intelligent, flexible and problem solver. Leadership quality is one of the most significant characteristic of a woman entrepreneur. It is the process of impelling and supporting others to work actively towards achieving objectives. (Brush, 2009)

There is no refuting of the fact that Indian women have come a long way, but according to facts exposed by the Sixth Economic Census by the National Sample Survey Organisation (NSSO), they still have a long way to go when it comes to matching the numbers with their male counterparts. (Sharma K. , 2016) According to the data collected during the survey, only 14 percent of business establishments in the country are being run by female entrepreneurs. This means, out of the 58.5 million functional businesses, only 8.05 million of them have a female as a chief. The data composed by the survey also discovered that most of these women run companies are small-scale and about 79 percent of them are self-financed.

When women comprise of almost 50 percent of the total population it is but natural that they will be gradually contributing their bit to the economy. A woman entrepreneur is an agent of change. She is an initiator of an enterprise. She is involved in the process of making links between opportunities and resources. She constantly strives for responding to the business environment with commitment and motivation. Entrepreneurship is a function of creating something new, organizing, coordinating, and undertaking risks and handling uncertainties.

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)

Entrepreneurial venture for women can be planned and developed. Women entrepreneurship paves the way for better and fuller utilization of capital and also mobilizes the potential female resources.

### **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. With this premise, 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.

### Ease of Doing Business Ranking 2019

Rank	Economy	EODB Score	EODB Score Change
1	New Zealand	86.59	0.00
2	Singapore	85.24	+0.27
3	Denmark	84.64	+0.59
4	Hong Kong SAR, China	84.22	+0.04
5	Korea, Rep.	84.14	-0.01
6	Georgia	83.28	+0.48
7	Norway	82.95	+0.25
8	United States	82.75	-0.01
9	United Kingdom	82.65	+0.33
10	Macedonia, FYR	81.55	+0.032
13	Taiwan, China	80.90	+0.24
22	Canada	79.26	+0.38
24	Germany	78.90	0.00
32	France	77.29	+0.99
39	Japan	75.65	+0.05
77	<b>India</b>	<b>67.23</b>	<b>+6.63</b>

Source: PHD Research Bureau, Compiled from World's Bank Doing Business database

The above figure also shows that India ranks 77th on the Ease of Doing Business Ranking 2019.

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 ji 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.

According to the All India report of Sixth Economic Census 2016, there is presence of almost 6.57% entrepreneurial establishments set-up by women in Gujarat.

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

*Figure showing Census data of workers in Gujarat.*

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

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

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

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

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

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

## **PURPOSE OF THE STUDY**

The idea of women entrepreneurship is becoming a worldwide 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 neither are 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 ambitions 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 growing interest in recent years in income producing activities, self-employment and entrepreneurship. This is seen in respect of all types of women both in urban and rural areas. Women are embracing both traditional activities and also non-traditional activities. It is clear that progressively more women are coming forward to set up enterprises. In the course of entrepreneurship, women have to face many problems associated with entrepreneurship and these problems get doubled because of her double role as a wage earner and a homemaker. It becomes all the more significant to study what keeps these women well motivated in order to attain their set goals and targets. It is also significant to study what leadership forms 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.

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 idea 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.

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. Entrepreneurs are the real heroes of economic life. They are the ones who sweat and toil and sacrifice and that natural resource gain value only by the ingenuity and labour of man. From the knowledge of failure, they forge

success. In accepting risk, they achieve security for all. In embracing change, they safeguard social and economic steadiness.

## **Motivation**

All the human beings have a desire to have one or more needs to be satisfied for one or another reason. This happens due to the result of dissatisfaction of present situation. In other words, need arises from the dissatisfaction. The person is focused to do something to satisfy the need, and therefore he put his all the efforts till the need is satisfied fully. During this period, through feedback he changes his behaviour so that he can work in right direction to attain goal. As soon as the goal is achieved the dissatisfaction is over, but the needs are constant and infinite, therefore the process remains continued.

Motivation is a behavioural related general phenomenon, but to motivate entrepreneur there are some social goals which are listed here under:

1. Achievement
2. Power
3. Affiliation
4. Independence
5. Extension
6. Personal achievement
7. Social achievement, etc.

From the above listed goals for entrepreneurship development, the following three goals are very important:

1. **Need for Achievement (n-Ach):** A strong desire of an individual to attain the standard of excellence.
2. **Need for Power (n-Pow):** Some people are crazy for power. One can motivate them by giving them more and more power or authority. Such persons can be a manager or supervisor.
3. **Need for Affiliation (n-Aff):** Some people desire to create, increase and maintain the relations with others. Such people are generally devoted and always try to avoid the conflicts.

It is important to note that David McClelland has carried out several studies in India, Malawi and Ecuador in this line. He has come to the conclusion that for the development of the entrepreneurship, achievement motivation is very important factor.

In a study on motivating factors among Indian Entrepreneurs, the factors prompted them to promote their companies were divided into two major sub-heads viz., internal factors and external factors.



(Figure showing Motivating Factors of Entrepreneurs)

The main conclusion of this research was that the behaviour of a matured person can be directed towards the best results by developing his need for achievement of goal. Of course, the conclusion of the studies and researchers carried out

afterwards have stated that to motivate the entrepreneurs following bases regarding the behaviour are also very important.

1. Tolerance to ambiguity
2. Problem solving
3. Creativity, etc.

### **Achievement Motivation**

Entrepreneurship is a major factor in the national economy; thus, it is important to understand the motivational characteristics spurring people to become entrepreneurs and why some are more successful than others. (Collins, Hanges, & Locke, *The Relationship of Achievement Motivation to Entrepreneurial Behavior: A Meta-Analysis*, 2004)

The concept of need for achievement (n-Ach) was formulated in the 1950s. McClelland and his colleagues argued that high n-Ach people are more likely than low n-Ach people to engage in energetic and innovative activities that require planning for the future and entail an individual's responsibility for task outcomes. 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). It may also be considered as a dimension closely related to other typical characteristics for an entrepreneur, such as willingness to take risks (e.g. Littunen 2000) and growth orientation (Kirschenhofer, 2006). McClelland (1967) suggested that the need for achievement is one of the basic characteristics of an entrepreneur, which may be typical for certain cultures as well as learned. Several researchers argue, however, that McClelland's conception of the achievement motivation only covers one aspect of the myriad of dimensions affecting it. Cassidy and Lynn (1989) made themselves conversant with the measurements used in various studies, and recognised seven different dimensions affecting an individual's achievement motivation. According to them, an individual's achievement motivation consists

of work ethic, acquisitiveness, dominance, excellence, competitiveness, status aspiration, and mastery.

While studying entrepreneurial motivation, Murthy et. al., studied and classified the motivating factors on different basis. According to them, entrepreneurs are motivated to start business enterprises due to the following three types of factors:

- (1) Ambitious factors
- (2) Compelling factors
- (3) Facilitating factors.

McClelland says that in a portable society where an occupational position is somewhat dependent upon performance (rather than on family or political connections) managers/executives should have higher need for accomplishment, than men in other occupations.

As far as **Achievement Motivation** is concerned, there is a great sense of achievement in women, and on knowing that people like them have achieved much in life, women are also motivated to work harder. This also hints at the aspiring and hardworking nature of the women respondents.

It becomes imperative to study the Achievement-Motivation of women in order to understand the reasons that motivate women to be enterprising despite the social stigma associated to it being an area suitable for men.

## **Leadership**

Leadership is a procedure whereby an individual influences a group of individuals to accomplish a common goal. The components consist of a process involving influence, which occurs within a group context focusing on an ultimate goal. Leadership style is characterized by the consistent patterns of exhibited behaviours, attitudes, and values. Environmental or situational forces that are continuously changing or evolving affect these patterns. Some classification style examples include participative, consultative, consensus, democratic, autocratic, entrepreneurial, and contingency leadership (Dubrin, 2004).

Leadership has been defined as traits, behaviours, 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).

Albert Einstein rightly quoted, "The woman who follows the crowd will usually go no further than the crowd. The woman who walks alone is probable to find herself in places no one has ever been before." In order to tread on uncharted paths alone, a woman has to endure a lot of struggles and hardships before becoming successful. During times of struggles and trials, it is only strong leadership skills that help women to stay grounded and focussed.

Leadership is an important virtue for entrepreneurs as it will help the entrepreneurs to hold their workforce together during every stage of the development of business. A good leader will be able to bring along all the people along with him/ her whereas a leader who cannot lead his/ her people well will gradually end up losing resources. For an entrepreneur, resources are of prime concern. It becomes the duty of an entrepreneur to also be good leaders who believe in the potential of the people who work with them.

Women surpass men in leadership effectiveness when using the transformational leadership behaviours (Fondas, 1997). The differences between styles of leading within the gender arena are significant to women's progress, or lack thereof, in business as women leaders continue to hit their heads on the "invisible" glass ceiling. "The glass ceiling is a global phenomenon whereby women are disproportionately concentrated in lower-level and lower-authority leadership positions than men. Gender is essential to contemporary notions of effective styles that have transformed from a traditional masculine, autocratic style to a more feminine and androgynous style of democratic and transformational leadership (Knopik & Moerer, *Women Leaders and Entrepreneurs: Learning from One to Teach the Other*, 2008).

## **Work Life Balance**

Work-Life Balance does not mean an equal balance. It means the ability 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 highlights the values, attitudes and beliefs of women concerning their age to work in organizing and balancing their work and personal life. (Deshmukh & Deshmukh, 2016)

In the last two decades Indian women have entered work force in large numbers and many of them hold senior positions now. Women are also increasingly starting businesses of their own. Studies have shown that the majority of women work for approximately 40-45 hrs./week out of which almost 53% of them struggle to achieve work-life-balance. The reason behind this struggle is that they are being challenged by the demands of their organization versus the commitments of their home. They need to manage the daily requirements of their family as one side and the multiple schedules, meetings, business requirements and other routine responsibilities at work. One major challenge for enterprising women is the difficulty of combining work with a satisfactory personal life. Moreover, it has been traditionally believed that a good career makes a good home impossible and so the task becomes ambiguous and ambitious. 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.

Women have always been burdened with the responsibility of the domestic chores. The primitive society had mandated women to stay at home and look after the home affairs while the men would go out and work in order to financially support their families. While the process of evolution was on, feminine genes which were passed on to the future generations started becoming more and more submissive whereas the masculine genes became more and more aggressive as they were conditioned to be such.

So, in today's times also, it becomes beyond comprehension of the society when women step out of the realms of the social norms in order to assert themselves and compete with their male counterparts. However, being conditioned to work for home; women also feel a sense of guilt when they pay any less attention towards their homely duties. Hence, no matter what profession they choose, they have to prioritize their homely duties in order to match it with their professional duties.

For women in an organizational set-up where the work timings are fixed, it becomes easier to divide their time in order to fulfil both the requirements; however, for enterprising women, it becomes a bit difficult especially while they are setting up their venture and/ or trying to meet their deadlines. They need to focus on their enterprise more than anything else, if they intend to survive the cutthroat competition and succeed.

Hence, this aspect of work-life balance of women entrepreneurs also becomes important to study so that it can be known how they manage all their domestic chores and yet shine in the entrepreneurial world.

### **Relevance of this study to Social Work Profession**

According to International Federation of Social Workers (IFSW), 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 crucial to Social Work. It simply means that Social Work is a profession which is inclusive in its nature and approach. Its core values hold inclusive development and acceptance of people.

Entrepreneurship is a field which has witnessed many successful women. From self-help groups and micro financing to single-handedly managing the entire business, women have achieved it all. And this is no small feat for women who come from a culture which has often and always pulled them down and mocked upon their social status.

Women have always withstood the worst of social changes and therefore labelled as a vulnerable section of the society under social work. Lot of studies have been undertaken in order to chart out ways to empower and uplift women. An entire field of study - Women's Studies, is propagated to understand women's perspectives to development. Under the Women's Studies, lot of empowerment and development has already been done for the women who were considered as an excluded lot and a burden to the society.

We live in a cultural array, which is heavily dichotomous in nature. On one hand, we have Goddess *Laxmi* as a deity of wealth and on the other hand, the same *Laxmi* is considered as a burden to the family in which she is born due to the prevalence of dowry system. We worship Goddess *Saraswati* as the Goddess of Intellect; yet, we fail to create equal opportunities for human *Saraswatis* when it comes to pursuing education. We take pride in the triumphant feat of Goddess *Durga* over the demon *Mahishasura*, yet we fail to acknowledge the tremendous feats achieved by all the *Durgas* around us in their struggle to assert themselves in this heavily patriarchal society.

Despite these social oddities, determined women have carved their ways out towards development. From struggling for their basic right to live and participate to successfully running empires, women have achieved it all. Many a times, like-minded people of the opposing genders did help women to succeed, but many a times, these successes were purely on the basis of sheer hard work, determination, focus and belief in self.

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.

This sets the tone for studying the various psychosocial aspects concerning women entrepreneurship. Hence, the researcher has chosen to study three factors - Achievement Motivation, Leadership and Work life Balance, out of the many factors under the purview of this study.

## RESEARCH SETTING

In the state of Gujarat, “entrepreneurship” is revered almost as a religion. This is the land where entrepreneurs have made their own fortunes with sheer hard work and dedication. The inherent spirit of adventure and the huge appetite for risk have led the *Gujaratis* to phenomenal success in their businesses. The entire ecosystem of Gujarati culture works around entrepreneurship. Entrepreneurship runs in the blood of a Gujarati. Children in a Gujarati family are exposed to money making businesses early on. Even during social gatherings people talk about business rather than bureaucracy, politics, or literature. By the time a person comes out of college he would have a role model in one or other successful businessman. For a potential entrepreneur in Gujarat, the choices of role-models are also not less. Everyone wants to become Adani, Ambani, Khambatta, Kotak, Patel, Shanghvi, and the list goes on. With this premise, the researcher has based the study within the state of Gujarat with an emphasis to understand the entrepreneurial activities of the women of the state. The researcher narrowed down to focusing on the four major cities of Gujarat – Ahmedabad, Rajkot, Surat and Vadodara for greater availability of respondents.

Ahmedabad was once known as the Manchester of the East owing to the presence of various cotton mills. In 2010, Ahmedabad was ranked third in *Forbes's* list of fastest growing cities of the decade (Kotkin, 2010). This city also houses various entrepreneurial ventures especially run by women that have gained national exposure. The famous Jasuben Pizza, which was popularized by Shri Narendra Modi ji is also from Ahmedabad. The Gujarat Chamber of Commerce and Industries (GCCI) has a Business Women Wing (BWW) which has membership from business women and women entrepreneurs of the city. Hence, the researcher chose Ahmedabad as one of the cities for data collection.

Rajkot is the fourth-largest city in the state of Gujarat. It is the second-cleanest city of India, and according to a CityMayor Statistics report published in 2018, Rajkot is the 22nd-fastest-growing city in the world as of July 2019. As a city effervescent with growth and empowering women, the researcher chose this city as a study area.

The third city chosen for this study Surat, popularly known as the diamond capital of the state. It was once known to be the largest seaport famous for trading. Surat is famous for its food all over India. There is a famous saying in Gujarati language "સુરતનું જમણ અને કાશીનું મરણ", meaning *Eat in Surat and Die in Kashi* for the ultimate experience and repose to the soul. Surat houses many industrialists and diamantaires. As much as the men are involved in businesses, Surati women are also not behind. The Souther Gujarat Chamber of Commerce and Industries has a dedicated Ladies' Wing to facilitate the business women and women entrepreneurs. The researcher was greatly facilitated by the presence of this agency and hence the researcher chose to undertake Surat as one of the study settings.

Vadodara is the researcher's hometown and has multiple possibilities for women entrepreneurship. Baroda State was a former Indian Princely State ruled by the visionary Gaekwads. Maharani Chimnabai, wife of His Highness Sayajirao Gaekwad III, was one of the pioneers of establishing self-help groups for women in the city of Baroda much before it was conceptualised in the rest of the world. She worked in the areas of female education and women empowerment. Thus, the researcher has also considered Vadodara as one of the study settings.

Overall, each of the four cities of Gujarat have contributed to the idea of women empowerment through entrepreneurship. Therefore, it becomes important to cover these four cities in order to understand the change in trends to women entrepreneurship within the state of Gujarat.