

A study on managerial role of women entrepreneur

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■ **ABSTRACT** : Entrepreneurship has become a defining business trend in many countries throughout the world. Though in the recent years the number of women owned firms with employees has increased considerably, the visibility of the women entrepreneurs in the business arena is still underrepresented. Managerial skill provides an opportunity for self expression and the realization of one's passion for doing something new and different. This paper examines the managerial role of women entrepreneur in Mehsana district of Gujarat State. Drawing from both data collected by author and existing literature on the subject. Samples of 60 respondents were selected for a survey. Structured questionnaire was used to collect the primary data and using survey method. The data analytic tools include frequency, mean, S.D. and t-test. The finding of the study shows that there is a significant relationship between age, education qualification and the length of business. The education and experience also plays a key role for the women to adopt managerial abilities.

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Who is an entrepreneur? An entrepreneur can be defined as one who initiates and establishes as economic activity. As an entrepreneur you establish your enterprise, work yourself, set high targets or goals and achieve them.

In entrepreneurship, the individual as the most important element. It is she who takes the decision to start on enterprise, and strives to make it a success. Three main factors influence her behaviour knowledge, skill and motivation. Entrepreneurship is not limited to any class, community or any religion. There is no age bar for any person who processes certain behavioral traits and attitudes can work to become an entrepreneur. Jain (1998). Management has been defined as the guidance leadership and control of the efforts of a group of people

towards some common objective. This concept of management points out the purpose of function of management but it tells us little about the nature of management processes that is how the manager achieves the results.

One way to analysis management is to think in terms of what a manager dose. Using this approach we can arrive at the management process which describes the work of any manager. The management work can divide into a few basic functions of management viz., Planning, Organization, Directing and Controlling

“The emergence of management as an essential a distinct and leading social institution is a pivotal event in social history. Rarely if ever has a new basic institution, a new leading group, emerged, as fast as has

management since the term of this century. Rarely in human history has new institution proved indispensable so quickly and even less often has a new institution arrived with so little opposition, so little disturbance, so little controversy.” P. Drunker-the practice of management.

Management is a universal process in all organized social and economic activities. It is not merely restricted to factory, shop or office it is an operative force in all complex organization trying to achieve some stated objective. Management is necessary for a business firm, government enterprises, education and health services, military organization, and trade associations and so on. Hence management skills are transferable and a manager can successfully apply his knowledge and skill in a wide variety of enterprises.

Experts agree that management is a distinct type of activity primarily responsible to get thing done through other people, and it is different from all other types of activities. Similarly they also agree that all managerial functions are universal and all managers in any field of human efforts perform those typical managerial functions irrespective of what they are managing. However, we do not have unified views of authorities on what are the managerial functions and what is management precisely.

Hisrich and Brush (1984) conducted a study on women entrepreneurs found that most of the businesses (60 %) were relatively young – between one and four years old – the women business owners may not yet have developed confidence in some of their management abilities. Their lack of experience in finance, marketing, organizing, and planning could lead to problems that limit the growth of their business unless these women can acquired the skills they lack and make plans to accommodate expansion, increased sales, and capital needs. A study conducted by Mulyaningrum and Aris (2008) indicated that systematic planning is one of the most of the important managerial skills and 24.3 per cent of the women entrepreneurs were rated very good in terms of breaking a huge task down into sub tasks. Under the use of influencing strategies 40.8 per cent on seldom think of how to influence people, and think of approaches that will benefit others while attaining own goal.

Bharat and Krishna (1998) increase in women’s education, sense of occupational independence,

economic needs, an urge to satisfy some of their personality needs (power, achievement) family occupation (second generation entrepreneur) are some of the powerful factors that drive women towards entrepreneurial activities, women have started realizing their innate talents and potentials and want to achieve identify by gaining economic independence. Entrepreneurial activity has a direct bearing on the country’s economic growth.

Balakumar and Devanesan (2014) revealed that the young women entrepreneurs below the age of 35 years are found to give more importance in procuring raw materials of good quality than women above 45 years. The young women attribute this decision that good quality raw materials make good products. As they are in the beginning stages of their career, they fear the risk of losing their business in the event of any failure. However the women entrepreneurs above the age of 45 years who have stabilized in the market and more technically sound risk on the quality of raw materials. The women above 45 years are confident in making a decision to market their products by word of mouth than the women below 35 who still adhere to marketing through the existing network. The women above 45 ensure that they always have sufficient raw materials on hand to ensure an unaltered functioning of the organization rather than the women below 35 years. The managerial skills of the women above 45 shows that they have a better sense of supply chain management than the women below 35 years.

Balakumar and Devanesan (2014) found that core problem solving skills were managed better by women who have completed the diploma courses. The financial handling activities and motivational factors leading to minimizing the labour turnover was handled better by women under higher secondary education. It is found that the women under degree and post graduation were more oriented towards providing quality of service. This is a major factor that the women found to counter the competition from male entrepreneurs. The study also reveals that the women entrepreneurs were also focused in expanding their business and marketing their products than the other women as these women believe they would be able to sustain their existence in the market only thorough the continuous improvements.

Balakumar and Devanesan (2014) observed that there is a significant relationship between age,

educational qualification and the family background that influences the degree of managerial skills possess by the women entrepreneurs in micro enterprises.

Balakumar and Devanesan (2014) Out of 22 factors only seven factors were highly motivated women entrepreneurs in entering into business. The steep rise in the Gross Domestic Product (GDP) and the growing demands of the family has necessitated the need for the women to support the family financially. The women have to choose either being employed or self employed. Though the expectation on the women in the society has increased considerably the physical family responsibilities has not reduced appropriately. Additionally the gender domination, payment discrimination, work pressure, reduced hours spent for the family has always motivated the women to venture into self-employment. Additionally there has been several factors that has motivated the women to venture into doing business, For e.g. a small percentage of women who aim to make it big, ability in the women to take challenges independently, self confidence in the women to be independent, women who feel the need to counter the gender discrimination and provide better working conditions to women employees, women who feel the need to serve the society, creativity in women to name a few.

RESEARCH METHODS

North zone and middle zone of Gujarat state were selected for investigation. In North Zone Mehsana, Visnagar, Patan and Kadi cities were selected and Ahmadabad city was selected middle Zone of Gujarat. Trading business was shown more in Mehsana city whereas women of Ahmadabad were more interested for used their leisure time. So the area of investigation was selected on the based on nature of women of both zone of Gujarat state.

The sample was selected on the basis of the variables and the objectives of the study. The women entrepreneur was sample of the study. Those women entrepreneur were selected who had minimum 5 years of experience in their particular field. 60 sample sizes for the study were selected. The investigator used interview method to explore the 60 selected entrepreneurs. The schedule prepared for collection of data was divided into 3 sections. 1st section was related with general information like age, education, duration

of service, 2nd sections deals with basic information related to management and 3rd sections related to enterprise.

Analysis data was processed by coding, tabulation and statically calculation. The procedure of coding was done on the raw data after coding tabulation was made with number and percentage and treated with particular variables. The tabulation found by coded data for clear picture and easier to finding of the study.

RESEARCH FINDINGS AND DISCUSSION

This part of the paper deals with the analysis and interpretation of the primary data that has been collected through survey conducted among the women entrepreneurs.

Information related to enterprise and knowledge regarding entrepreneurship.

Table 1 : Inspiration for the development of the enterprise

Sr. No.	Develop of enterprise	Distribution of the respondents	
		Frequency (f)	Percentage (%)
1.	By father	05	8.33
2.	By husband	10	16.67
3.	Self	45	75
	Total	60	100

Data reveled from the Table 1 show that majority of the respondents 75 per cent inspired by self, while 16.67 per cent respondents inspired by the their husband and only 8.33 per cent respondents inspired by their father.

Data expressed from the Table 2 reasons for establishing enterprise by women entrepreneur. There were kinds of reasons for establishing enterprise by women entrepreneur. Such as 25 per cent women entrepreneur believed full filing their self needs and

Table 2 : Reason of establishing enterprise

Sr. No.	Objective of enterprise	Distribution of the respondents	
		Frequency (f)	Percentage (%)
1.	Self aims	08	13.33
2.	Benefit of education	09	15
3.	Need of family	15	25
4.	Due to single hood	01	1.67
5.	For earning money	09	15
6.	I wanted to be independent	11	18.33
7.	Desire to pursue own interest	07	11.67
	Total	60	100

benefits for their family. 15 per cent of women entrepreneur believed that they obtain from inheritance benefits their education and earning money was a prime importance. 18.33 per cent of women entrepreneur establish their enterprise for becoming independent while only 11.67 per cent of women entrepreneur were developed their enterprise for desire to pursue own interest

Establishing of business was depend on such reasons and needs of an individual to satisfy their gannet consciousness.

Data reveled from the Table 3 steps taken for expanding their business of women entrepreneur. Majority 78.33 per cent women entrepreneur believed that expanding business by production of quality product and 71.67 per cent women entrepreneur believed in advertisement of product at local market to national market. 65 per cent of women entrepreneur launched attractive selling skill for sell production and escaped their business. 61.67 per cent women entrepreneur believed that if cost of production was low this will help to expand business. 58.33 per cent were believed in use

of high technology while 53.33 per cent of women entrepreneur believed that maintain continuity in business for expanding business and 38.33 per cent women entrepreneur encoring production rate for expanding of business while only 25 per cent women entrepreneur believed that due to qualified staff business can be reached on new heights.

Data revealed from the Table 4 annual turnover of business by women entrepreneur. Majority 68.33 per cent women entrepreneur expressed their approximant annual turnover was up to fifty lacks while 23.33 per cent women entrepreneur said that their enterprise annual turnover was approximately sixteen to one crore and only 8.34 per cent women entrepreneur expressed that their enterprise had annual turnover was one crore to one and half crore.

Data expressed from Table 5, 't' value for judging significance with respect to age of the respondents 't' value calculated for the hypothesis. "There will be no significance difference between age of the respondents and attitude towards managerial skills of women enterprise." Calculated 't' value was 1.32 which was

Table 3 : Steps taken for expanding the business

Sr. No.	Steps taken for expanding business	Distribution for the respondents			
		Yes	Percentage	No	Percentage
1.	Reducing production cost	37	61.67	23	38.33
2.	Use high technology	35	58.33	25	41.67
3.	Attractive sales promotions	39	65	21	35
4.	Quality product	47	78.33	13	21.67
5.	Qualified staff	15	25	45	75
6.	Maintain continuity in business	32	53.33	28	46.67
7.	Encoring production rate	23	38.33	37	61.67
8.	Advertising product from local to national level	43	71.67	17	28.33

Table 4 : Annual gross income of an enterprise

Sr. No.	Annual income in rupee	Distribution of the respondents	
		Frequency (f)	Percentage (%)
1.	Up to 15 lacks	41	68.33
2.	16 lacks to 1 crore	14	23.33
3.	1 lacks to 1.5 crore	05	8.34
	Total	60	100

Table 5 : "t" value for managerial skill with respondents to age of women

Sr. No.	Age group	N	Mean	S.D.	Cal 't'	Tab 't'	Level
1.	Up to 40 years	31	95.52	8.6	1.32	1.31	S
2.	Above 40 years	29	97	6.2		1.67	NS

NS=Non-significant

significance 0.01 level but not significance at 0.05 level so at 0.01 level hypothesis rejected and result shown significance and concluded that age of respondents was influences on managerial skill.

Study result show that age is important factor to be considered for maturity and making wise decision for business.

Data expressed from the Table 6 assessment of knowledge level on managerial skill of women entrepreneur were classified into three categories good, fair and poor with respect to age. 33.33 per cent women entrepreneur had fair in up to 40 years age and 46.67 women entrepreneur from the age above 40 years had fair knowledge. Data informed that 8.33 per cent respondents had good knowledge from age group of up to 40 years but none of women entrepreneur from above 40 years had good knowledge regarding managerial skill. While 10 per cent women entrepreneurs up to 40 years had poor knowledge regarding managerial skills and only few respondents above 40 years of age *i.e.* 1.67 per cent had poor knowledge.

Study reported that mature age women entrepreneur had good knowledge of managerial skill than under middle age group women entrepreneur.

Data expressed from Table 7 't' value for judging significance with education of the respondents 't' value calculated for the hypothesis. "There will be no significance difference between education of the respondents and attitude towards managerial skills of women entrepreneur." 't' value 1.93 which was greater than tabulated t at 0.01 level and at 0.05 level so hypothesis rejected and the study reported that influence of education on women entrepreneur was found significant and showed that education increase the capacity of solving problem and its improves management for running business.

Data expressed from the Table 8 assessment of knowledge level on managerial skill of woman entrepreneurs were classified in to three category good, fair and poor with respect to education of woman entrepreneur.

The graduate woman entrepreneur 33.33 per cent

Table 6 : Assessment of knowledge level on managerial skill with respondents age

Sr. No.	Level of assessment	Distribution of the respondents			
		Up to 40 years		Above 40 years	
		Frequency	Percentage	Frequency	Percentage
1.	Good (104 to 111)	05	8.33	00	00
2.	Fair (89 to 103)	20	33.33	28	46.67
3.	Poor (37 to 88)	06	10	01	1.67
	Total	31	51.66	29	48.34

Table 7 : 't' value for managerial skills with respondents to education of women entrepreneur

Sr. No.	Education group	N	Mean	S.D.	Cal 't'	Tab 't'	Level
1.	Under graduate	32	95.71	7.05	1.93	1.31	S
2.	Graduate	28	98.82	8.10		1.67	S

Table 8 : Assessment of knowledge level on managerial skill with respondents education

Sr. No.	Level of assessment	Distribution of the respondents			
		Under graduate		Graduate	
		Frequency	Percentage	Frequency	Percentage
1.	Good (106 to 111)	01	1.67	04	6.67
2.	Fair (89 to 105)	26	43.33	20	3.33
3.	Poor (37 to 88)	05	8.33	04	6.67
	Total	32	53.33	28	46.67

Table 9 : 't' value for managerial skills with respondents length of business experience of women entrepreneur

Sr. No.	Length group	N	Mean	S.D.	Cal 't'	Tab 't'	Level
1.	5 to 10 years	40	95.4	8.19	2.45	1.31	HS
2.	11 to 12 years	20	97.9	5.77		1.67	HS

Table 10 : Assessment of knowledge level on managerial skill with respondent's length of business experience

Sr. No.	Level of assessment	Distribution of the respondents			
		5 to 10 years		11 to 20 years	
		Frequency	Percentage	Frequency	Percentage
1.	Good (106 to 111)	04	6.67	04	1.67
2.	Fair (89 to 105)	29	48.33	20	28.33
3.	Poor (37 to 88)	07	11.67	04	3.33
	Total	40	66.67	20	33.33

and 43.33 per cent undergraduate woman entrepreneurs had fair knowledge regarding managerial skill whereas 6.67 per cent graduate woman entrepreneur had good knowledge and only 1.67 per cent under graduate woman entrepreneur had good knowledge. The poor managerial skill seen more in under graduate woman entrepreneur than graduate women entrepreneur.

Data expressed from Table 9 't' value for judging significance with length of the business experience of respondents't' value calculated for the hypothesis. "There will be no significance difference between length of the business experience of women entrepreneur on managerial skill of women entrepreneur." Calculated 't' value which was greater than tabulated t value at 0.01 level and at 0.05 level so hypothesis were rejected and proved that length of business influences on managerial skill of women entrepreneur.

The study resulted length of business increased improvement in management skill of the respondents. The commonly use by people that "experience makes man perfect" was absolutely right for this study.

Data revealed from the Table 10 that assessment of knowledge level on managerial skill with respect to length of business of experience. 48.33 per cent women entrepreneur from the group of up to 10 years of experience and 28.33 per cent women entrepreneur from group of above 10 years experience had fair knowledge regarding managerial skills whereas 11.67 per cent women entrepreneur had poor knowledge of the group of up to 10 years experience while only 3.33 per cent women entrepreneur who had 5 to 10 years of experience had poor knowledge regarding managerial skills.

The study reported that few respondents had poor knowledge and among all respondents had knowledge regarding managerial skill at fair and good.

Conclusion :

Present scenario is very fast changing with technology development, modernization,

Industrialization, urbanization, education and development. In such conditions, employment opportunity increased drastically for women. Entrepreneurship among women, no doubt improves the wealth of the nation in general and of the family in particular. Women need encouragement and support from the family members, government, society, male counterparts etc. They can join the main stream of national economy and their by contribute to the economic development. The results reveal that mature age women entrepreneur had good knowledge of managerial skill than under middle age group women entrepreneur and the poor managerial skill seen more in under graduate women entrepreneur than graduate women entrepreneur. The study reported that managerial skill with respect to length of business experience had seen women entrepreneur from the group of up to 10 years of experience and women entrepreneur from group of above 10 years of experience had fair knowledge regarding managerial skills. The women lack the authority and managerial skills required to run the establishment. Women develop the managerial skills over the period with due experience (Pathak, 2008).

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