Chapter - II

LITERATURE REVIEW
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This chapter provides an overview about the available literature in the field of women entrepreneurship. This literature gives insights into the scope of research in this field and provides direction to the study. The chapter is presented in three parts: the first part reviews the available literature on women entrepreneurship conducted abroad, second part discusses the developments in this field in India and the third part scans the state of this field of study in Kerala.

The first academic paper on women entrepreneurship "Entrepreneurship: A New Female Frontier" written by Eleanor Schwartz¹ appeared in The Journal of Contemporary Business in 1976. Though the contribution of women entrepreneurs was marginal to many economies during the last century, it is a driving force in most of the developed economies at present. The number of businesses owned, the revenues generated, and the number of people employed by female enterprises in such developed nations stands testimony to the role of women in the development of national economy. Even then Patricia G. Greene² wrote in 2004 that "the research and dissemination of information about female entrepreneurship has not kept pace with the impact these women and their enterprises have had on the economy". The absence of detailed literature on the contribution of these women to the field of trade and industry, and the lack of documented data proving their capability to set up and manage businesses efficiently, would have resulted in the lack of enthusiasm among the financial institutions all over the world for extending financial support to women entrepreneurs during the last century. The same authors also argued that "it is important to look at women entrepreneurs who are unique in many aspects, though they share many characteristics with their male colleagues, observable differences in
their enterprises reflect underlying differences in their motivations and goals, preparation, organization, strategic orientation, and access to resources”.

After Eleanor Schwartz’s pioneering efforts, it was the efforts of Robert Hisrich, Candida Brush, O’Brien, Sexton, Kent and the like, that provided the initial impetus to the field of women entrepreneurship. They contributed extensively to the literature creation in the field, individually as well as collectively. Contributions of Robert Hisrich and Candida Brush need special mention as their research and articles on women entrepreneurship were path breaking. During the initial years of theorizing, most of the research works were directed towards identifying the personal characteristics of women entrepreneurs.

Hisrich and Candida Brush³ (1986) wrote, “Though there has been a significant growth in female self-employment, most of what is known about the characteristics of women entrepreneurs, their motivation, background, families, problems, education and occupational experience, is based on studies of male entrepreneurs. Apart from that, most of the research works on women entrepreneurs have been done on the same premise as that of male entrepreneurs by asking the same kind of questions”.

Bowen and Hisrich⁴ (1986), after a literature survey on women entrepreneurship revealed that studies on women entrepreneurship failed to provide a clear picture about the factors that encourage a woman to take up entrepreneurial career. Hisrich, O’Brien and Brush⁵ studied the nature of women entrepreneurs, their motivations, and the problems they encountered during the start-up process. Their efforts revealed that females find it difficult to raise sufficient funds during the initial years of their venture formation and also face
negative reaction from the society. A number of studies have examined the motives behind women choosing an entrepreneurial career (Brush\textsuperscript{6} 1992, Cliff and Cash\textsuperscript{7} 2005, Gate wood\textsuperscript{8} 2004 and Hughes\textsuperscript{9} 2005). Some studies have highlighted individual, psychological or personality reasons, while others point towards the broader social and economic constraints. Moore and Mueller\textsuperscript{10} (2002) found involuntary layoff and prolonged joblessness to be important motivators. Hughes\textsuperscript{9} (2005) also found unemployment and layoff to be important for a small group of women in her study. In the U.S. and Britain, several studies also suggested the relevance of job loss and downsizing among a small minority of entrepreneurs (Carr 2000\textsuperscript{11}; Dennis\textsuperscript{12} 1996, Urik 1998\textsuperscript{13}; Reed\textsuperscript{14} 2001).

Society of Associated Researchers in International Entrepreneurship (SARIE) studied the reasons for women to venture into entrepreneurial career. Their study revealed that independence, recognition, learning, and roles are the four major reasons for a woman to start business. Lack of security in the previous job, economic necessity, locating work near home, flexibility of work hours and the like, are the reasons for rural women to start their own businesses, according to a study by Sullivan, Halbrendt Wang and Scannell\textsuperscript{15} (1997).

Other studies on individual characteristics carried out in the 1980's concentrated on psychological dimensions of women entrepreneurs, and compared these women with women executives as well as with the male entrepreneurs and the male executives. Sexton and Kent\textsuperscript{16} (1981) found that women entrepreneurs had slightly lower levels of education than female executives. Sexton and Bowman\textsuperscript{17} (1986) expanded this research using psychological instruments to compare female and male entrepreneurship on several dimensions including independence, need for control and risk-taking propensity.
Another common area of research was the problems faced by women entrepreneurs. Hisrich and O'Brien (1981) opined that women entrepreneurs have problems of weak collateral position, obtaining business credit, and overcoming the social perception that women are not serious in business. Sexton and Kent (1981) have stated that women entrepreneurs place a slightly higher emphasis on their job than on their family and emphasised the need for hard working and persistence.

Norman R. Smith (1982) studied the behavioural difference between women and male entrepreneurs. The most significant difference between men and women entrepreneurs was found in scores on innovation, achievement and activity. A surprising finding emerged through an adaptation of Miner's model that allowed for the consideration of attribution styles. These results showed that women entrepreneurs and managers were more likely to take risks than their male counterparts. Huntley (1985) studied the personality characteristics of women entrepreneurs and identified determination, hard-working, self confidence and desire to be independent as the characteristics of women business goers. A study by Decardo and Lyons (1979) on black, white, Hispanic and American Indian women entrepreneurs and non-entrepreneurs found that women entrepreneurs have particularly different scores on achievement, motivation, autonomy, aggression, conformity, independence, benevolence and leadership over the non-entrepreneur women tested. The pull between family and work and the multiple social roles that women assume, create role conflict – regardless of family structure or time spent on work. This conflict was found to be more prevalent in owners with lower self-esteem or self-worth (Stoner, Hartman, and Arora 1990). A study found that the relationship between time commitment to work and time commitment to family, mediated the effect of role demands (Parasuraman, Purohit, Godshal and Beutell 1990).
Ufuk and Ozgen (2001) of Turkey found that there existed role conflicts in the personal and professional life of married women entrepreneurs. Their entrepreneurial role had a negative impact on their family life, but a positive effect on their social, economic and individual lives.

Growth of the firm has been another important issue in the study of entrepreneurship, yet the relationship between gender and growth has rarely been studied. Carter and Allen (1997) investigated whether women's businesses were smaller due to the owner's lifestyle intentions and choices or due to the level of resources controlled. They found that it was not choice, but financial constraints that necessitated small size and relative low growth. A qualitative study using a focus group methodology found that gaining start-up capital was not nearly as difficult as acquiring growth capital (Brush 1997). Gundry and Welsch (2001) compared women-owned businesses that exhibited high levels of growth with low or no growth businesses in order to understand the relationship between strategic choice paths and the firms' growth orientation. This study found that high-growth women entrepreneurs had high commitment to business, focused on market expansion and had a more structured organization.

The study conducted by Andre (1992) has shown that women start business locally and their start up was mostly small in size. Cowling and Taylor (2001) found that women entrepreneurs were better educated than their male counterparts. Lin, Picot, and Compton (2000) found that having a self-employed spouse increased the likelihood of the other spouse being self-employed. Aldrich, Reese, Dubini, Rosen, and Woodward (1989) described women's networks as organized around spheres of work, family and social life.
Entrepreneurship is often assumed to be something inherently good, something firms should strive for. Therefore, it is essential to have a research on the connection between entrepreneurship and success. A predictive set of new venture “success factors” is the focus of entrepreneurship research at present in different parts of the world. For obvious reasons, researchers, practitioners and policy-makers are all extremely interested in discovering why some business ventures succeed, while others do not. In the pursuit of such an objective, it is tempting to simply ask successful entrepreneurs to divulge their personal secrets. But, such a direct approach may, in the end, lead to faulty conclusions and wrong recommendations. A major impediment in studies related to the success of an entrepreneur is the lack of conceptual distinction between success of an entrepreneur and success of entrepreneurship. As the present study is also focused on the same theme, a detailed enquiry about the previous research in this field of study was attempted.

As women in large numbers are becoming entrepreneurial with this rapid expansion; success has become a major theme. “There is no consensus on appropriate small firm performance measures and research has tended to focus on variables that are easy to gather information about rather than variables that are important” (Cooper 1995). Many researchers advocate growth as the most appropriate performance measure in small firms (Brown 1996, Brush and Vanderwerf 1992, Chandler and Hanks 1993; Fombrun and Wally 1989, Tsai, Macmillan and Low 1991). It is difficult to measure the performance of new ventures using conventional financial indicators. Long product development cycles and relatively short histories may render revenue, income, and growth-statistics meaningless during the first 5 to 7 years. Survival provides a gross
measure of performance, but meeting specified benchmarks offers a better
definition of the degree of success a firm achieves.

Paula Kyro, and Jonkoping tried to study the success criteria of women-owned enterprises by gathering the data through holistic narratives written by seventeen women entrepreneurs. These narratives were analysed using ATLAS-Scientific Software. The findings have revealed that women entrepreneurs do not value monetary criteria as a measure for their success, but rather a good customer satisfaction and a good professional performance. Moreover, the motives to start and run their businesses were not financial, but self-fulfillment, a determination to create something of their own and/or to cope with their everyday life. Women consider quality of life more than economic criteria. These findings suggest the need for enlarging the idea of success and its criteria, to break the borders between economy and society.

McDonald (1986) tried to identify the traits characterizing successful women entrepreneurs by comparing the perceptions of successful and less successful women entrepreneurs and found that the time-span in business is a predictor of success and that parents' entrepreneurial background cannot be taken as a pointer to success.

Hagen, Richvin, and Sexton (1989) provided five suggestions for success. They suggested women entrepreneurs that, before venturing into business they should:

i. Establish credible, relevant track records by obtaining management and/or technical knowledge as an employee
ii. Compensate for specific educational and experience gaps through continuing education and the use of outside experts when appropriate

iii. Assess family needs prior to launching the businesses

iv. Establish a strong support system of family and friends

v. Approach entrepreneurship with both determination and professionalism.

Candida G. Brush and Robert D. Hisrich\textsuperscript{41} studied the relationship between the strategic origin, like business skills, educational and occupational experience shaping the business management style and perspective of the women entrepreneur and the growth of their ventures. They found that prior occupational background, educational experience, business skills, competences and personal skill do affect the future growth of women-owned enterprises.

Valmisking and Jerman Rose\textsuperscript{42} (1989) studied the profitability and variables affecting it. They analysed entrepreneurial characteristics, situational variables and variables related to the product or service idea itself, and came to the conclusion that experience level of the women and their competence levels were influential in the success of the firm.

Dominic G. Kamau, Gary N. McLean, and Alexander Ardishvil\textsuperscript{43} described successful women entrepreneurs operating in the cities of Minneapolis and St. Paul, Minnesota. Success criteria used for selecting sample for the study was annual sales turnover. The study had the purpose of identifying how women viewed business success, business growth, and strategies for ensuring growth. This study followed an interpretive research approach. The research participants were interviewed for a period of one hour. Twenty women entrepreneurs were interviewed. The interviews were tape recorded and then transcribed. To create
validity, the preliminary findings of the study were shared individually with sixteen of the research participants. They were also invited to make corrections of any misrepresentations. Findings reveal that these successful women entrepreneurs entered business ventures in which they had considerable prior experience as employees or adequate academic and professional preparation.

Yusuf, Attahir (1995) provided findings from a survey study of South Pacific entrepreneurs. Respondents gave information regarding their level of education and previous business experience. They were asked to rank critical success factors. The top four factors were: good management, satisfactory government support, marketing factors and overseas exposure. The importance of government support is consistent with the findings in other developing areas as well.

Kathleen R. Allen and Nancy M. Carter had conducted research with a sample of 1,400 women business owners. An effort was made to use only serious start-up businesses that had already transitioned out of the incubation stage and were no longer dependent solely on start-up resources. Firms that were at least two years old, but less than eight years were selected for this study. Serious businesses were those in which the respondent indicated that they worked at least 35 hours per week and owned at least 50% of the business. Sales revenue was the dependent variable in the study. Independent variables were grouped as (1) intention variables: expectation of sales growth, interest in the financial performance of the company, and hours spent at work, (2) financial variables: the use of credit cards, lack of capital, banking relationship, and commercial loan and (3) situational variables: previous business education, dependent children at home, and being married. A step-wise logistic regression analysis was used. Results of
this study revealed that the firms having capital to grow and expand the business operations, with bank loans or otherwise contributed significantly to the high performance of women-owned businesses. The situational variables such as previous education, being married, and having dependent children at home did not appear to have an effect on the performance of businesses.

Almor, Tamar, Lerner and Miri\(^46\) (2002) examined the interrelationships between management styles and performance, or growth and returns in Israeli women-owned lifestyle businesses. The study found that a strong correlation existed in lifestyle businesses, between the owner’s skill and the way the businesses performed. Marketing, financial, and managerial skills outweighed innovation as far as performance was concerned.

Lentz, Bernard F, Laband and David N.\(^47\) (1999) focused on the benefits of exposing children to their parents’ business enterprises. The authors examined the transfer of non-human capital across family generations and discussed the implications for career development and the success of proprietors who followed in their parents’ footsteps. Their hypotheses were tested by empirically studying a sample of retail, manufacturing, banking and finance, and service sector proprietors.

Honig and Benson\(^48\) (1998) studied the performance of 215 informal micro entrepreneurs in Jamaica to ascertain the influence of human capital, social capital and financial capital of the owners on their business profitability. They attempted hypothesis testing to examine the influence of various factors. Some of the factors found to enhance the profitability of the business in all categories are vocational training and social capital.
Candida G. Brush and Barbara J. Bird conducted a study on the role of vision in leadership practices of women entrepreneurs. This research explored the content of leadership vision of sixty successful women entrepreneurs. It examined the relationship of personal and company characteristics to vision, and compares these findings with the results from a previous study on entrepreneurs who employed the same survey instrument. Successful women entrepreneurs were identified from publicly available sources. “Success” was defined as an appearance on a media listing such as Working Women Magazine’s Top 50 Women Entrepreneurs, or a similar regional or city published list. These women were mailed a short four page questionnaire that included a twenty six item scale of vision items previously used by Larwood. Measures of personal characteristics were adopted from previous work by the researchers. Demographics, organizational characteristics, and other data also were collected. Descriptive statistics, factor analysis and correlations were calculated with the use of these data. This exploratory study reveals that the dimensions of vision of successful women entrepreneurs can be characterized by “innovative realism”, in particular, flexibility, innovation, action-orientation, integration, and inspiration. Although the factor solution is very similar to previous studies which had employed the same instrument, the results indicated that women defined their vision differently from their male counterparts who emphasized “strategy formulation”.

A longitudinal study by Hisrich and Brush found that after five years of start-up, 30-40 of the women-owned businesses were likely to quit or fail. They also reported that education and experience were significant factors in predicting the success of women-owned businesses. Cuba, Decenzo and Anish (1983) claim
that enterprise success is correlated positively with the degree of delegation exercised by the entrepreneur.

Holmquist and Sundin\(^5\) (1988) of Sweden found that women entrepreneurs were similar to men in choosing their economic goals, but along with that they also pursued other goals, such as customer satisfaction, personal flexibility and the like.

Karen D. Hughes\(^6\) (2006) presented preliminary findings on why Canadian women started businesses, and the relationship between their motivations and economic success. The analysis is based on the Survey of Self-Employment, a nationally representative survey of 3,840 Canadians conducted in the year 2000 by Statistics Canada and Human Resources Development Canada. Existing studies identify three broad groups of motivation—classic, work-family and forced. The paper examines how prevalent these motivations are amongst Canadian women, and how motivations are linked to the types of businesses women build and the economic rewards they receive. The findings suggested diversity in the motivations and success of women entrepreneurs.

2.1 Indian Studies on Women Entrepreneurs

In developing countries like India, small entrepreneurs play a major role in mobilizing capital and exploiting natural resources of the country. They create markets, carry on trade and provide millions of jobs. In a patriarchal society like India, women always remained at home taking care of household chores and managing the family. It was the Indian freedom movement and Gandhiji who brought women out of the kitchen and motivated them to take active part in community work along with men. Education of the girl child, the emergence of nuclear family, progressive acceptance of women employment and the like slowly
initiated entrepreneurial activities among women. In their quest to prove themselves, Indian women, just like their counterparts in other developed countries, have been venturing into non-traditional industries. Though women in large numbers are venturing into entrepreneurship, the field is still dominated by males. Just like the slow and steady growth of women entrepreneurship, studies on women entrepreneurs and entrepreneurship are also progressively increasing in India. An effort to trace the development of literature in this field is attempted in the next few pages here.

Singh and Sengupta\(^5\) (1985) studied the characteristics of women entrepreneurs, and their motivation to start business. The study found that the majority of the women entrepreneurs were above the age group of 30, married, educated and belonged to nuclear families. Their prime motivations were to earn money, to keep themselves busy, to fulfil their ambition, to be independent and the like. Phani, Deka and Baruah\(^6\) studied the challenges and expectations of women entrepreneurs of North Eastern region. Lalitha Iyer\(^7\) discussed the problems and prospects of women in entrepreneurial ventures.

Mathur and Anamika\(^8\) (1987) found that male and women entrepreneurs show almost the same level of innovative trait and internal locus of control. Archana and Rehana\(^9\) (1986) believe that women in typical careers have need for achievement as high as men in the same careers and that the reason for low n-arch among women is fear of success.

Seth\(^10\) (1986) directed his energies in identifying the psychological characteristics of Indian women in terms of personality, self concept, sex role and found that women entrepreneurs are more cognitive, they are more imaginative,
cheerful, self assertive, decisive, ambitious, socially conscious and mature. Sruti and Surupriya (1983) considered psychological factors such as role stress, effect of marital status and type of family on stress, and how women entrepreneurs cope with stress for investigation. They identified that avoidance style was more common among women entrepreneurs, unmarried women and members of joint families have reported less role stress compared to others.

Vinze (1987) reported the perception of 50 women entrepreneurs, the prospects and future of their enterprises, their problems and the effect of their business and their family life. The study was conducted in the metropolitan city of Delhi using a structured questionnaire. The study revealed the optimism of the majority of these entrepreneurs regarding the success of their ventures. It was found that women from lower and middle income groups with moderate experience entered and entrepreneurial career. The study has found that profit of the enterprises depends on the size of the enterprise and that these women face a lot of problems to get financial assistance from banks because of procedure delay. Another important finding of the study was that about 50% of the sample population did not know about the institutions providing the entrepreneurial promotions and training in Delhi. The entrepreneurs in the sample suggested streamlining of procedures essential for acquisitions of technical know-how, financial assistance, purchase of raw materials and the like. Most of the enterprises were engaged in garments, beauty care, communication and electronics. Though these entrepreneurs faced problems, they were satisfied with their present status and stressed the fact that they felt economically independent and secure because of the entrepreneurial career.

Hina Shah (1987) used Thematic Apperception Test on 300 EDP trainees
at NIESBUD and 60 women entrepreneurs from Delhi and surrounding areas and found that the motivation of Indian women to start an entrepreneurial career varied with economic need, family interest and support, availability of free time and finance, desire to become independent, personal ego and satisfaction of doing something. Singh, Sehgal, Tinani and Sengupta (1986) conducted a study among women entrepreneurs around Delhi, Gurgaon, Ghaziabad and Noida to find their identities, expectations, motivations and types of problems. They identified that the majority of them were married, graduate women in the age group of 36-45 with children in the age group of 6-10. The motivations for starting business were to keep themselves busy, fulfill their ambition, to earn money and the like. Gulab Singh Azad (1989) studied the psychological factors impeding the growth of entrepreneurship.

Paramjeet K. Dhilon and Geeta Poduwal (1993) studied the personality pattern, level of anxiety and stress, reactions to frustration, coping with strategies and background variables of women entrepreneurs. M. Anselm’s attempt was to review the impact of cultural and anthropological factors on women entrepreneurial process.

B. S. Rathore and Ramachabra (1991) tried to develop training strategies for promoting women entrepreneurship and emphasized the need for promoting agro-based industries among women; they also put in perspective the need for training, providing finance and the need for more cooperation from the family members to women entrepreneurs.

Sunanda Eswaran (2000) tried to analyse the motives, attitudes, and strategies used by women entrepreneurs in entrepreneurial start-up and its growth.
Paramjeet K. Dhillon and Punita Malhotra (1993) had gone into the details of entrepreneurial characteristics among women and concluded that the women entrepreneurs took personal risks, but, as far as possible, tried to avoid risks in delegation of authority and responsibility. They have high need for achievement, independence, orientation and ability for decision making and the like.

Jyothi and Prasad (1993) studied the profile of women entrepreneurs in rural areas and found that caste, community and religion play big roles in the growth of entrepreneurship among rural women. They also found that unemployment and low educational level were the causative factors that motivated rural women to embrace entrepreneurship. The study found that rural women prefer traditional occasions and they did not have much awareness about products having considerable demand-supply gap. They found that participation of rural women in EDP training programme was not effective.

It was Kirve and Kanitkar (1993) who studied women entrepreneurs in the rural areas of Pune. The study conducted in collaboration with a non-governmental organization found that EDP programs were very effective in creating awareness about entrepreneurship and building confidence among rural women. They also found that it was some of the societal values in the region, and gender discrimination which came in the way of entrepreneurship development among women. The study recommended entrepreneurship support agencies and NGOs to participate in and promote income generating activities in the region.

Venkatapathy (1993) found that urban women with a professional and business background had better chances of becoming potential entrepreneurs than semi-urban or rural women. He suggested that urban women with management
education have a higher propensity to succeed as entrepreneurs. Hence the study recommended entrepreneurial development as a co-curriculum program in various academic programs offered by universities.

C. Harinarayana Rao\(^4\) (1991) tried to identify the factors that retard the process of entrepreneurial development among women in backward Mandalas of Anantapur district of Andhra Pradesh and found that shyness and inhibition, preference for traditional occupation and preference for secure jobs were the factors that prevented rural women from taking up entrepreneurship.

Paula Kantor\(^5\) (2002) suggested that concentrating only on economic outcomes such as profitability, turnover, sales and employment to evaluate success was not sufficient within many cultural contexts where culturally specific power relations influenced women’s opportunities for success. Dr. S.P. Mishra\(^6\) (1996) collected an extensive amount of information on various types of entrepreneurship and women’s development programmes introduced in India. An assessment of the current position of women entrepreneurs as well as of the existing support programmes, such as credit, training and marketing support, for women to establish their own enterprises was done. The study looks at the socio-cultural, educational and legal barriers to women’s entrepreneurship in India. It also includes profiles of most of the key agencies involved in promoting women’s entrepreneurship and recommendations for policy-makers aimed at enhancing the economic empowerment of women throughout the country.

Shanta Kohly Chandra\(^7\) (1991) had undertaken a study with a view to finding out the entrepreneurial performance and problems of women in business in North-Western India. In all, 175 women entrepreneurs who had established their
enterprises during the time frame of 1982-1996 and were employing five or more in their respective enterprises were interviewed personally. The author was astonished to see the spectacular performances of some women entrepreneurs. Equally interesting was the revelation of some of the peculiar problems faced by women entrepreneurs which needs to be addressed by the powers-that-be in right earnest.

Mitra and Reshmi (2004) examined factors that influence the growth of women-run firms in order to understand why so many of them remain small. The study proposes an integration of gender-related factors into generalized stages of growth models in order to broaden our understanding of growth patterns in women-run enterprises. A typology of women entrepreneurs was proposed and tested using a sample of Indian entrepreneurs. Differences in the factors influencing growth in women-owned firms were investigated and it was found that the size of business, strategic focus and networking were the factors influencing business growth.

Singhla and Syal (1997) also studied the problems faced by women entrepreneurs at different stages of their entrepreneurial career. They found that problems faced by women entrepreneurs could be classified into three major heads as problems in

a) Project formulation
b) Project implementation, and
c) Project operation.

They also found that a group approach to entrepreneurship might be successful for women to face the problems as listed above. Hence they suggested
Group Women Entrepreneurship as the best alternative to promote entrepreneurship among women in India.

Ganesan.S. (2003) tried to study the success rate of women entrepreneurs in Tamil Nadu. It was an attempt to study the veracity of the data supplied by Government agencies on women entrepreneurship and to highlight the obstacles and problems faced by women entrepreneurs in India. He proved that the data available with the Government agencies on the number of women entrepreneurs were totally wrong. It was proved that most of the women entrepreneurs in the official list were neither women nor entrepreneurs. He also introduced the concept of fake entrepreneurs, ghost entrepreneurs and surrogate entrepreneurs through this book. He defined them in the following way:

i. Fake Entrepreneurs:

Fake entrepreneurs are those whose names and addresses were fictitious.

ii. Ghost Entrepreneurs:

Ghost entrepreneurs are those persons who registered themselves as entrepreneurs, but are neither in entrepreneurship nor have any intention to become entrepreneurs.

iii. Surrogate Entrepreneurs:

The persons who lend their names to others to operate are surrogate entrepreneurs.

The primary data of women entrepreneurs who started their SSIs during 1994 in ten districts of Tamil Nadu were collected from the respective District Industries Centres and complete enumeration was attempted for the study. A total
of 124 actual entrepreneurs were studied out of the 1056 population provided by the DICs and the success rate of women entrepreneurs in Tamil Nadu was found to be 11.74%. The study also found that women had a different perception about success. Their perception is a combination of quantitative business parameters and qualitative personal parameters. He also suggested the formation of a National bank for women entrepreneurs as a 100% subsidiary of RBI, to take care of the financial needs of women entrepreneurs.

S.K. Dhameja (2004) analysed the pattern of women entrepreneurship and the specific problems being faced by women in business. The study was conducted in the States of Punjab, Haryana and Union Territory of Chandigarh. He used a descriptive research design to study the personal characteristics, performance and perception regarding the availability of business opportunities, their attitude towards entrepreneurial support agencies, training needs and problems and constraints faced by women entrepreneurs in these areas. Data collected from 26 women entrepreneurs were analysed using hypothesis testing and the following conclusions were arrived at: Women entrepreneurs in India face resistance from family members, especially husbands, at the time of starting of the enterprise. Women perceive indifferent attitude of the society towards their career and limited mobility as the major problems. Discrimination of women entrepreneurs, unnecessary government interference, harassment by government departments, reluctance of financial institutions to extend credit were the other issues confronting women entrepreneurs. The study also revealed that women entrepreneurs required training in management, soft skills and enterprise support systems.
2.2 Women Entrepreneurs in Kerala - Status of Research

Women entrepreneurs in Kerala have exploded traditional myths, like gender discrimination, indecision and habitual inferiority complex vis-à-vis men. They have braved social taboos against women entrepreneurship; they have erased the gender divide in such a challenging sector and they have proved that women can stand on their own to build business empires.

Available literature in this field also revealed that there was very little effort at studying the success of women entrepreneurs in Kerala. This researcher could come across only limited studies on women entrepreneurs of Kerala. Pillai and Anna (1990) had attempted to study women entrepreneurship in Kerala with the objective of finding the social, political, and economic factors that prevented entrepreneurship development among women. A random sample of 102 women entrepreneurs in the Ernakulam-Kochi area was surveyed. The study showed that the primary source of funding of entrepreneurs was the State and that familial assistance was used only as a secondary source of help. Yet, women had cited family support and encouragement as the highest facilitating factors for them to do business. Another conclusion was that women in Kerala were “not coming forward to take industrial ventures which demand initiative and dynamism”.

Anna V. (1990) tried to identify the trends of women entrepreneurs in Kerala. A detailed study on the background of the entrepreneurs was attempted by collecting primary data from 102 entrepreneurs randomly from all over the State. The study found that social barriers and traditions were still relevant in Kerala society and the better educated, Christian women were more enterprising in nature. Growth of entrepreneurship among women is influenced by the occupational
background of father or husband. An interesting result of the study was that a considerable number of the women entrepreneurs of Kerala still consider salaried job as their first option.

Karunakaran Pillai. G^84 (1989) dwelt upon the problems and prospects of women entrepreneurs in Kerala. He is of the opinion that inadequate financial resources, inefficient arrangement for marketing and sales, shortage of raw materials and other inputs, high cost of production and the like are the major problems faced by women entrepreneurs in Kerala. Mr. P.M. George^85 (1995) conducted a study at Cochin to identify the profile of successful women entrepreneurs in Kerala. He adopted the case study method for the purpose. He could identify seven successful women entrepreneurs from the region on the basis of analysis done on the above seven cases and reported that willingness to take challenge, hard work, and good labour relations were the factors influencing the success of women entrepreneurs in Kerala.

Nirmala Karuna D’Cruz^86 (2003) presented a study conducted among women-owned enterprises in Thiruvananthapuram district. The enterprises were from both urban and rural areas. Information was collected from 200 enterprises, out of a total of 1750 registered unit in 1994 with the District Industries Centre (DIC), through personal visits by the investigator herself with the help of an elaborate interview schedule. Besides the field survey, consultation programmes, workshops, in-depth interviews, and case studies were also conducted. The researcher presented her analysis on the basis of data obtained from 20 samples. The purpose of the research was to investigate the educational, religious, familial and social background of the entrepreneurs; to examine the extent and nature of familial influence in the choice of their entrepreneurial career; to discuss their
religious composition; and to identify the psychological factors (such as attitudes, traits, willingness, and confidence) that govern enterprise development among women entrepreneurs in Kerala. The study reported that personal traits such as economic independence, self-reliance and need for achievement, helped entrepreneurial success. The study revealed the following aspects too: the women in Kerala have taken up this career in the absence of any other means of contributing to family income. Most of them started business only after all their attempts to secure a regular, secure, salaried job failed. The size and the nature of activities of women's enterprises show their low risk-taking tendency; the bulk of the units were in the tiny sector. Social and psychological factors that act as impediments to the growth and success of a woman entrepreneur also existed.

Mallika Das\footnote{Das, Mallika. (2005). Women Entrepreneurs in Kerala: A Profile. NISER, Bhubaneswar.} profiled women entrepreneurs who owned and managed small enterprises in two States in Southern India- Tamil Nadu and Kerala. She examined the problems that these women faced during the setting up and subsequent operation of their businesses, and the work-family conflicts that these women faced. The study also looked at their reasons for starting their business and the self-reported reasons for their success. The initial problems faced by these women seemed similar to those faced by women in western countries. However, Indian women entrepreneurs faced lower levels of work-family conflicts and seemed to differ in their reasons for starting and succeeding in business.

Dr. Mrs. Celine K. Scaria\footnote{Scaria, Celine K. (1994). Credit Facilities for Women Entrepreneurs in Kerala. Department of Women and Child Development, Government of India.} and others (1994) conducted a study for the Department of Women and Child Development, Government of India to find out “credit facilities” for women in Kerala. The objective of the study was to make a comprehensive assessment of the institutional credit, marketing and extension support requirements of women engaged in small scale industries in selected parts
of Kerala, namely, Thiruvananthapuram, Ernakulam and Palakkad. One hundred women beneficiaries from each district were selected for the study. The required primary data for the study were collected from the sample using a pre-tested interview schedule. The study found that women-owned enterprises in Kerala failed due to lack of enthusiasm among the owners, even after they received credit facility, due to channeling of the credit amount for other utilitarian activities. Non-cooperation of family members as well as drinking habits of husbands stops entrepreneurial activities of rural women. Procedural delays lead to delayed disbursement of sanctioned credit which makes enterprises sick due to working capital problems.

Dr. M. Sarngadharan and S. Rasiabegam (1995) had conducted a study in Kerala to find out the position of women entrepreneurship in Kerala in general and to assess the incentives provided by different agencies to women industrial units. They also explored the problems being faced by women at various stages of promotion of their units. They designed the study as an empirical one using the sample survey method. They used an interview schedule for collecting data from 415 units of randomly selected women entrepreneurs. They found that the number of women entrepreneurs was increasing in Kerala as a result of spreading their extent of influence to new sectors also. The majority of women entrepreneurs venture out into the field without any prior experience due to motivation from their husbands. The major problems faced by the women entrepreneurs in Kerala are insufficiency of plant and machinery, insufficiency of land and building and the like.

In the study titled “Credit Needs of Women Micro Entrepreneurs in Urban Area – Problems and Perspectives”. The study attempted to identify the credit
needs of women micro entrepreneurs in urban areas of Kerala by Kudumbasree Project. The study was conducted in Kollam town. The entrepreneurs were selected by purposive sampling and information collected through interviews, focused group discussion, etc. Case study method was adopted for the purpose study. The entrepreneurs were classified, based on income, organisational structure, nature of enterprise, past experience and technology utilised. The major problems reported by the entrepreneurs were the following:

i. Lack of knowledge about banking procedures

ii. Interest rate – issue of lack of transparency

iii. Delay in sanctioning of loans

iv. Non-availability of repayment holiday

v. Fixation of instalment amount without considering cash flow

vi. Under financing and inadequate finance

vii. Lack of training.

From the study it was concluded that neither the banker nor the entrepreneurs could be held responsible for the reported problems and that most of the problems were not wilful.

The investigator had quoted lots of references about previous research in this field from International, National and the State, but in the opinion of Baker (1997) studies focusing on women entrepreneurs still account for only 6-8 per cent of international research on entrepreneurship. Holmquist (1997) also stressed that empirical studies of women entrepreneurs and the development of theories about women were a neglected subject in descriptive and prescriptive research work.
However, interest is increasing as more and more women are motivated to start their own businesses.

While women entrepreneurs in India, especially from Kerala, have demonstrated their potential, the fact remains that they are capable of contributing much more than what they have already done. In order to harness their potential and for their continued success and development, it is necessary to formulate appropriate strategies for stimulating, supporting and sustaining their efforts in this direction. Such a strategy needs to be in agreement with the ground realities.

A scanning of the available literature on women entrepreneurship presented above revealed the fact that so far the majority of the research works in this field were directed towards examining the profile, motivation, personality characteristics, psychological characteristics, aspirations and problems of Entrepreneurial Women. In India very limited investigations were conducted to study the success of women entrepreneurs. There was not much effort to study the factors influencing the success of women entrepreneurs. A study in the State of Tamil Nadu tried to measure the success rate of women entrepreneurs and the problems faced by them (Ganesan.S. 2003). Some efforts were also made to identify the extent of growth of women entrepreneurship in different sectors of the small scale industry. So the researcher finds ample reason for doing an in-depth analysis of the various factors to bring to light the different variables helping and hampering the success of women entrepreneurs in the small scale industries of Kerala.
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