CHAPTER-V
DISCUSSIONS

The present study was carried out to understand the nature of psychological, demographic and socio-economic attributes of women entrepreneurs and their relationship with entrepreneurial success. The research objectives have been addressed in terms of descriptive statistics, chi-square analysis, Z test, Pearson’s product moment correlation and multiple regression analysis. The obtained findings are discussed in light of earlier researches and objectives formulated in the present study.

To study the demographic and socio-economic profile of women entrepreneur’s descriptive statistics using frequency and percentages has been used which reveals that 34.7 percent respondents are in age group of 25-35 years and 37.5 percent respondents possess graduate degree as their educational qualification and 52.4 percent respondents of the total sample are engaged in services sector. Arvinda (2001) also conducted a study and reported that major part of sample was into service sector.

In the present study, 57.7 percent respondents have less than five employees under them and maximum respondents i.e. 75.4 percent are the sole owners of their respective businesses. There are equal number of respondents i.e. 36.7 percent for less than 5 and greater than 10 years of occupational experience. Choudary (1980) and Kaptan (1987) revealed that education and experience in business contribute to entrepreneurial success whereas denied the association of family background and community background with entrepreneurial success. In the present sample 79.8 percent respondents belong to urban area and 65.3 percent of the respondents have made an investment of less than 5 lakhs in their business and 59.7 percent respondents have used informal sources of finance for their businesses which is in conformity with the observation made by Cooper & Goby (1999) who documented that women have used informal sources to finance their entrepreneurial ventures. Majority of the respondents i.e. 56 percent do not have family history of business, the fact
supported by Dadalani (2002) who observed that industrial family background is not a necessary condition for becoming a successful entrepreneur. However, 44 percent possess business background. As far as monthly earning of the entrepreneurs, who have participated in the present study is concerned, 29.4 percent respondents earn up to ₹ 20,000 monthly. However, the monthly earning of 27 percent is more than ₹ 30,000.

To study the association among demographic variables, socio-economic variables and entrepreneurial success, chi-square analysis has been used. The findings reveal that out of the various demographic and socio-economic attributes, education level, number of employees working with an entrepreneur, occupational experience, residential status and monetary investment in business show significant association with the entrepreneurial success. However, rest of the demographic and socio-economic attributes i.e. age, type of business, business form, sources of finance and family history did not report any significant association with entrepreneurial success.

Similar pattern of observations have been made by (Kourilsky, 1980; Bates, 1986; Robinett & Ronstadt, 1985; Sexton & Van Auken, 1982; Choudary, 1980; Kaptan, 1987 and Murthy, 1986). They observed that education and occupational experience play a significant role in the success of an enterprise and hence have strong association with entrepreneurial success. Further, McClelland (1961) and Hornaday & Abond (1971) identified that caste, parental background, technical and professional education and financial resources have strong association with entrepreneurial success. Pratt’s (2001) reported that capital, possession of business skills, previous experience and support of family members are essential for business success. Some scholars (Deshpande, 1982; Subramanian, 1975; Rangnekar, 1966; Srinivas, 1966 and Young, 1971) reported strong association between family background and entrepreneurial success. Schiller & Crewson (1997) reported that education & experience are positively correlated with entrepreneurial performance. However, the findings regarding association of family history in the present study are not supported by the above mentioned findings. The results regarding association of education and
occupational experience with entrepreneurial success are in conformity with the findings of (Hameed, 1974 and Collins & Moore, 1964) who reported that prior work experience plays a significant role in starting and growing one’s own business.

The obtained findings of the study reveal that most of the respondents are adopting rational decision making style. Along with rationality, they also focus on intuitive decision making style and hence use their judgement, feelings and also earlier experiences while arriving at a decision. Findings further reveal in some cases they seek the advice and help from other people when more information and expertise are required to take decisions. It has also been observed that in few of the instances they depend upon avoidant decision making style thus, tend to avoid taking immediate decision and believe in wait and watch policy till they are constrained to take decision or otherwise wait for some benefits announced by government from time to time. Out of all the decision making styles only rational decision making style has shown significant relationship with entrepreneurial success, suggesting thereby that the women entrepreneurs who adopt rational decision making style for analyzing the resources, available schemes, evaluation of enterprise project and take logical decisions tend to be highly successful in their respective business.

The present findings get support from the earlier research (Behling & Eckel 1991). They observed that rational decision making and intuitive decision making are the two frequent styles of decision making followed by entrepreneurs, whereas, (Barnard, 1938; Simon, 1987; Myers, 2002; Cooper et al., 1988 and Timmons, 1990) observed that entrepreneurs rely on hunches and judgments to arrive at a decision. Further Khatri and Ng (2000) reported that in an unstable environment intuitive synthesis is positively related with organizational performance whereas Allinson et al. (2001) described intuition as a holistic approach to decision making. Similar reporting regarding simultaneous use of more than one decision making style has been reported by Hestand (2012) and Scott and Bruce (1995).
The results about the motivational analysis of women entrepreneurs reveal that most of the women entrepreneurs are high in need for achievement, need for affiliation, need for approval and need for power suggesting thereby that they want to undertake challenging goals for their enterprise. At the same time, they want to affiliate with the stakeholders and other sections of the society. Moreover, they also believe in approval and appreciation of whatever enterprise they have initiated and services being provided from the fellow members and stakeholders. That is why they want to exert more power and control to give better result of their enterprise. Out of the four motives need for achievement and need for power has shown positive significant relationship with entrepreneurial success. Thus, it can be inferred from the obtained results that women entrepreneurs who choose challenging goals, make efforts to get excellent outcomes and use power and control while monitoring business activities tend to be highly successful in their business.

The findings of the present study are in conformity with the findings of (Schwartz, 1976; Hornaday & Aboud, 1971; Swierczek & Ha, 2003; Koh, 1996; Johnson, 1990; Mitchell, 2004 and Gurol & Atsan, 2006). They also considered need for achievement as a prime motivator for entrepreneurs. Further, (McClelland, 1961 &1965; Hornaday & Aboud, 1971) have also reported need for achievement, support, independence and leadership as the most significant characteristics associated with entrepreneurs. Further, Huges (2005) also reported challenging work and independence to be important motivators. In this stream, Bhattacharya (1979) observed the importance of need for power and need for affiliation up to a particular degree for the potential entrepreneur. Hence many of the psychological variables are positively correlated with entrepreneurial success and therefore the findings are in tune with the literature.

The obtained findings of the present study further reveal that the women entrepreneurs have high attitude orientation towards entrepreneurship. The women entrepreneurs who have participated in the present study tend to have high level of self-esteem and are highly innovative, have a tendency for high personal control over the activities and subsequently have high level of goal
accomplishment. These particular attributes are very significant for an entrepreneur to be successful in their career.

Results indicate that the women entrepreneurs who are high in entrepreneurial orientation attributes are more successful in their respective business. Similar observations have been made by researchers (Stenholm, 2011; Zapalska, 1997; Carland et al., 1984 & 1988 and Smith & Miner, 1983) concluding that innovative behaviour has positive effect on firm’s growth. Levander and Raccuia (2001) observed that entrepreneurs are high in innovation and creative abilities whereas, Lyon et al. (2000) consider that entrepreneurial behaviour can be described as aggressive, innovative, proactive, risk taking, and autonomy seeking. Further, (Knight and Nadel, 1986 and Weiss and Knight, 1980) viewed self-esteem as an inherent characteristic of individuals and individuals high in self-esteem are more likely to express high levels of confidence about their own ability to be successful in a new business venture.

The findings further reveal that the respondents in the present study are highly creative and have a high risk taking propensity but they have a moderate tendency to delegate their authority suggesting thereby that they believe in centralized control on their enterprise. Findings further reveal that the women entrepreneurs who are highly creative and have high risk taking propensity tend to be more successful. The obtained findings are in conformity with the findings Cromie (1987, 2000) who reported need for achievement as a prime motivator and also reported an association between rewards, need for achievement, locus of control and risk taking propensity. Sharma (1973) reported that entrepreneur must carry motivation, acumen to take risk, and must be creative, proactive, autonomy seeking (Habberston et al., 2007 & Lyon et al., 2000). Collins & Moore (1970) emphasized the importance of independence and creativity among entrepreneurs. The present findings also get support from the findings of Delmar (1994) who reported essentiality of risk taking for the success and growth of business. However, Koh (1996) reported that moderate risk taking propensity and innovativeness are necessary attributes for an entrepreneur. Stevenson (1984) view’s one’s own boss as prime motivator to be an entrepreneur. The
present study concludes that delegation of authority has no relation with entrepreneurial success. In the present study most of the entrepreneurs are dealing in service sector, where direct instructions and control is more significant than delegation of authority.

The obtained results reveal that the women entrepreneurs having high need for achievement use rational decision making style while taking entrepreneurial decisions. However, they do not rely on avoidant decision making style. Highly affiliative women entrepreneurs simultaneously use rational and intuitive decision making styles and they do not rely on avoidant decision making style. Women entrepreneurs who have high need for approval simultaneously use rational, intuitive and dependent decision making style however, women who want to exercise control over their enterprise usually rely on rational decision making style and do not use avoidant decision making style.

Similar pattern of observation have been made by Hestand (2012), Scott and Bruce (1995), Phillips et al. (1984) who observed that decision making styles are not mutually exclusive and individuals don not rely on a single decision making style rather they simultaneously use more than one decision making style whereas (Cooper et al., 1988; Mintzberg & Westley, 2001; Prietula & Simon, 1989; Khatri & Ng, 2000) focuses on the role of intuition in decision making by entrepreneurs.

Findings reveal that women entrepreneurs who have high level of goal accomplishment simultaneously use rational, intuitive and dependent decision making style. Highly innovative women entrepreneurs simultaneously use rational, intuitive and dependent decision making style. Women with high personal control use rational and dependent decision making style and high self-esteem women entrepreneurs rely on rational decision making style but have tendency to avoid avoidant decision making style.

The results further reveal that highly creative women entrepreneurs use both intuitive and rational decision making style. Thus, it can be concluded that the women entrepreneurs with different type of motive structure and
entrepreneurial attitude orientation attributes use different combinations of decision making styles for the success of their respective businesses.

To examine the predictive value of psychological variables for entrepreneurial success regression analysis has been used. It has been observed that the joint contribution of predictors i.e. decision making styles, (rational, intuitive, dependent, avoidant), motives i.e. (need for achievement, need for affiliation, need for approval and need for power), entrepreneurial orientation attributes i.e. (goal accomplishment, innovation, self-esteem, personal control) and personal attributes i.e. (creativity, delegation of authority, risk taking propensity) account for 51.8 percent variance in entrepreneurial success. The positive and significant predictors for entrepreneurial success are need for achievement, need for power, self-esteem, creativity, risk taking propensity and also avoidant decision making style. As avoidant decision making style emerged as a positive predictor for entrepreneurial success it can be inferred that in some of the circumstances entrepreneurs depend on wait and watch policy and for announcement of subsidies and other tax benefits offered from time to time by the Government. Alam et al. (2011) reported that family support, social ties and internal motivation as significant predictors to the success of women entrepreneurs in small business. The findings of the present study are in conformity with (Gurol & Atsan, 2006 and Johnson, 1990) who reported that need for achievement is the strongest predictor of entrepreneurship.
Recommendations for Growth and Promotion of Women Entrepreneurship in India

Though lot of efforts has been made by centre and state Government and various schemes are available for the development and empowerment of women in India. While interacting with respondents during data collection it was observed that the women entrepreneurs were having a very little knowledge regarding the schemes available. It can be inferred that these schemes are not being publicized to a greater extent and that beneficiaries at various levels and particularly in remote area are not benefited.

Therefore, sincere efforts from all the concerned bodies are required to increase the level of awareness and development of women entrepreneurs. To promote entrepreneurial spirit among women, women entrepreneurs need to be given confidence, independence, and mobility to come out of their paradoxes. The following measures are suggested to empower the women to seize various opportunities and face challenges in business.

• Various Non Government Organizations and Government Organizations should take initiative to organize more awareness programs to spread information about policies, plans, schemes and strategies on the development of women in the field of industry, trade and commerce so as to encourage women entrepreneurs to avail the various schemes provided by the Government. The weaker section should be motivated to raise funds through various schemes and incentives provided by the government to develop entrepreneurs in the state. (as mentioned in the 1st chapter) e.g. the Prime ministers Rozgar Yojana, The Khadi and Rural village industries scheme, swayamsidhha, swawlamban etc.

• It is the need of the hour to organize training programs for women entrepreneurs to develop professional competencies, entrepreneurial skills and knowledge about the latest technology relevant for them.

• An initiative should be taken by non-government agencies, government bodies and the social setup to inspire and motivate women entrepreneurs
to participate in International, National, Local trade fairs, Industrial exhibitions, seminars and conferences etc. to enhance their knowledge and awareness level.

- Attempts should be made to raise the standards of female education in general and making effective provisions for their training, practical experience and entrepreneurial competency building programmes for the growth and development of women entrepreneurs.

- Soft loans, provision of micro credit system, sufficient working capital and incentives may be given for both small as well as large scale ventures especially for women entrepreneurs in rural and remote areas.

- Though there are various schemes to facilitate the same, proper focus should be given on implementation of schemes.

Thus by adopting the above measures spirit of women entrepreneurship could be inculcated and fostered in the women entrepreneurs and potential women entrepreneurs. Women participation in many kinds of economic activities is necessary to increase their family income and hence to economically empower them.

**Suggestions for Future Research**

The present study focus on psychological, socio-economic and demographic attributes of women entrepreneurs in relation to entrepreneurial success. In the present study attempt has been made to explore the relationship and contribution of these factors to the entrepreneurial success. In the present study, monthly earning was taken as a criteria for entrepreneurial success thus for the future research, entrepreneurial success can be taken in a broader perspective considering sales volume, manufacturing capacity and qualitative variables like customer satisfaction etc. In the present investigation, respondents were from Haryana/ Punjab/ Delhi; future research can be carried out by expanding the scope of respondents from others states as well. Comparative studies can also be carried between organized sector and unorganized sector for getting more intensive information women entrepreneurship in the region.