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SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSIONS

6.1 MAJOR FINDINGS

I. A PROFILE OF THE ENTREPRENEURS

i. The mean age of the entrepreneurs is 38.34 years and about three-fourths of them are in the age group of 31 to 45 years.

ii. Most (about 80 per cent) of the entrepreneurs are Hindus. The largest proportion (about 38 per cent) of the entrepreneurs is of Brahmins, while the next largest category (about 21 per cent) is of other upper castes. About 14 per cent of the entrepreneurs belong to one of the following four categories i.e. the Schedule Castes, and Schedule Tribes,

iii. A large proportion (about 72 per cent) of the entrepreneurs has an urban background.

iv. About 42 per cent of the entrepreneurs are the "eldest child of their parents and 14 per cent of the entrepreneurs are the "only child" of their parents. Thus, there is a certain degree of predominance of "first born" children
among the entrepreneurs. The mean number of the siblings of the entrepreneurs (including themselves) is 3.192.

v. About 70 per cent of the entrepreneurs are graduates or have higher educational qualification. The entrepreneurs are from a variety of academic disciplines. However, the largest proportion among them is from the Faculty of Arts.

vi. Of the entrepreneurs who have studied at least up to the Higher Secondary level, it was found that a majority (about 64 per cent) have secured higher percentage of marks at the PUC examination.

vii. About half of the entrepreneurs have professional or vocational qualifications—either recognized or unrecognized by the Government. A majority of the entrepreneurs had a fairly high level of participation in co-curricular activities at the junior or degree college level.

viii. Most (about 69 per cent) of the entrepreneurs had attained their present educational qualifications before marriage and about 31 per cent of the entrepreneurs had continued their education after marriage, and a vast majority of such entrepreneurs could continue their education without any break.

ix. A vast majority (about 83 per cent) of the entrepreneurs stays in nuclear families, more than half of which have less than five members.
x. In over 69 per cent of the cases the family (of birth) of the entrepreneurs has not changed its place of residence even once, in the last fifteen years (in the last fifteen years before marriage in the case of married entrepreneurs). Further, in the case of married entrepreneurs having husbands who are 'in service', a vast majority (about 82 per cent) have husbands who are in non-transferable jobs.

xi. The fathers of over 41 per cent of the entrepreneurs and the mothers of 30 per cent of the entrepreneurs are at least graduates. Entrepreneurs having illiterate fathers and illiterate mothers are only two per cent in each case. The fathers of about 39 per cent of the entrepreneurs are /were in service, and only 15 per cent of the entrepreneurs have fathers who are/were engaged in business activity.

xii. About 36 per cent of the entrepreneurs have mothers who are engaged in income generating activity. This includes about 20 per cent of the entrepreneurs whose mothers are engaged in home based business activity.

xiii. Over 72 per cent of the married entrepreneurs have husbands who are at least graduates. Over 51 per cent of the married entrepreneurs have husbands who are in service, and about 29 per cent have husbands who are engaged in business.

xiv. Over 77 per cent of the entrepreneurs have no background of business in their family of birth and about 53 per cent of the married entrepreneurs
have no background of business either in their family of birth or in their family of marriage, and about 19 per cent of the married entrepreneurs had a background of business in both in their family of birth and in their family of marriage.

xv. The mean monthly family income (excluding the entrepreneurs' income) of the unmarried entrepreneurs is Rs.4856/- and of the married entrepreneurs is Rs.4850/-.

Women Entrepreneurs of the married entrepreneurs had got married into families whose economic position was not very different from the position of their family of birth.

The above profile of women entrepreneurs shows some degree of variation in the characteristics of the entrepreneurs with regard to the Variables which have been used. With the given extent of heterogeneity it would be unwise to list out the characteristics of an ideal-typical woman entrepreneur. Nevertheless, the uniformities are also quite well pronounced and it would be improper not to identify them. Women entrepreneurs are mostly married, Hindu upper caste women, roughly in their middle age, living in small nuclear families. Very few of them are first generation learners and mostly they are graduates, and have an above average record in education and participation in co-curricular activities.
They have stayed (prior to marriage) and are staying in families which are reasonably stable in terms of the place of residence. Most of them are married to husbands who are in stable (non-transferable) service. Their—average monthly family income is about Rs. 4869/-, may not be sufficient.
II. NATURE OF ENTREPRENEURIAL ACTIVITY TAKEN UP BY WOMEN

i. It was found that most of the enterprises are "service enterprises' followed by enterprises engaged in "trade and then by enterprises engaged in "manufacturing.

ii. In a large majority of the cases the enterprises are almost evenly functional throughout the year.

iii. In a large majority of the cases the entrepreneurs are the sole proprietors of their enterprises, and a definite inclination towards sole proprietorship or a definite avoidance of entering into partnership is evident.

iv. in the case of those entrepreneurs who have preferred to enter into partnership it is seen that the women entrepreneurs—,

   a) have made the largest financial investment vis-a-vis the other partner/s in most cases,

   b) are making the largest time-energy investment for the business activity, vis-a-vis the other partner/s, in most cases and

   c) Have preferred to have business partners solely or mainly from among relatives. These findings confirm that the women entrepreneurs are not sleeping' or "non-active partners and that the enterprises under study
can definitely not be said to be instances of vicarious entrepreneurship, or "surrogate entrepreneurship.

v. At the time of the initiation of the enterprises over 45 per cent of the i.e. 205 entrepreneurs had made an investment in the range of Rs.10,001/- to Rs.50,000/-. The modal value of the initial investment made by the entrepreneurs is about Rs.18200/- and the median value is about Rs.23700/-. However, there is a considerable degree of variation, as is seen from the fact that while over 22 per cent of the entrepreneurs have invested Rs.10,000/- or less, about 17 per cent of the entrepreneurs have invested Rs.1,00,000/- or more.

vi. With regard to loan, it is found that a) half of the entrepreneurs have not taken loans, b) most of the entrepreneurs who have not taken loans come from families having relatively high family income, c) a large majority of the entrepreneurs who have taken loans have done so from Banks and other financial institutions, d) in a majority (about 41 per cent) of the cases the loans have ranged between Rs.10,001/- to 50,000/-, and e) women entrepreneurs, by and large, irrespective of their income, have hardly or never defaulted in making repayment of the loan.

vii. In a majority of the cases (about 31 per cent) the enterprises have an annual turnover between Rs.50,000/- to Rs.1,00,000/-. 
viii. In respect of income from enterprises, it was found that most of the entrepreneurs (about 33 per cent) have a monthly income between Rs.4000/- and Rs.5000/-.

ix. In a vast majority of the enterprises covered by the study no diversification (in products or services) has been reported, since their inception. Where some sort of diversification has taken place it has been a strategy for survival.

x. A vast majority of the entrepreneurs (about 75 per cent) perceived that there is something new or innovative about their enterprise.

xi. However, in most of the cases, the novelty was perceived not so much in the product or in the process of production, but in the marketing strategies and management of the enterprise.

xii. About 70 per cent of the enterprises have created employment opportunities for others and over 68 per cent of the enterprises employ between 1 and 5 persons, both inclusive.

xiii. A large majority (about 86 per cent) of the entrepreneurs who have employed one or more person/s in or for their enterprises has shown a clear preference for female employees.
III. SOME OTHER ASPECTS OF THE PHENOMENON OF ENTREPRENEURSHIP

The profile of the entrepreneurs and of the nature of entrepreneurial activity taken up by the women, presented above, provides many insights into the phenomenon of entrepreneurship among women. However, on the basis of further exploration into the phenomenon of entrepreneurship the following findings have been obtained.

i. A vast majority (over 82 per cent) of the entrepreneurs who have professional/vocational qualifications are engaged in entrepreneurial activities which are related to the professional/ vocational training received by them.

ii. As mentioned earlier relatively small proportions (about 23 per cent) of the entrepreneurs have a background of business in their family of birth. In almost all such cases their present business activity was somewhat, similar (in about 73 per cent of the cases) or largely similar (in over 27 per cent of the cases) to the business activity being carried out by one or more members in the family of birth,

iii. About one fourth of the respondents have participated in EDP’s for entry into entrepreneurial activity. In all about 44 per cent of the entrepreneurs have sought the assistance of specialized agencies, external to their families, for equipping themselves for entry into entrepreneurial activity.
iv. A majority of the entrepreneurs (about 63 per cent) had never tried to enter into any job. Almost all the entrepreneurs entered into a job prior to their entry into entrepreneurial activity had managed to get a job. All such entrepreneurs have said that their work experience was extremely useful to them in the overall management of their entrepreneurial activity.

v. A vast majority (about 77 per cent) entered into entrepreneurial activity in the post-marital phase, and most of them preferred to enter into entrepreneurial activity after 9 to 12 years of their married life, and after their youngest child attained the age of about six years. The gestation period between "wanting to do something and actual entry into entrepreneurial activity' is about 4 to 5 years.

vi. Family income, educational qualifications and "presence of working, mother as a role-model' are not related to the phase of entry into entrepreneurial activity.

vii. Definiteness about the choice of entrepreneurial activity was more pronounced among the entrepreneurs who possess professional/vocational qualifications.

viii. By and large, women entrepreneurs hold themselves responsible for their entry into entrepreneurial activity, and it is clear that the phenomenon of entrepreneurship under investigation is a result of voluntary, conscious and well-contemplated decision of the entrepreneurs.
ix. Psychological motives (in about 45 per cent of the cases) and economic motives (in about 44 per cent of the cases) were the most important motives for entering into entrepreneurial activity.

x. The psychological motives are, by and large, of the nature of a quest for the fulfilment of self-actualization needs. The economic motives, in about half of the cases, reflect the desire to attain improved standards of living and in the other half of the cases reflect the need to overcome economic hardship.

xi. Psychological motives were more dominant among entrepreneurs having higher educational qualifications, higher family income and background of business in their family.

xii. About half of the entrepreneurs are members of social/cultural organizations. In a large majority of the cases they are important and fairly active members of such organizations and have unequivocally affirmed the benefits of such membership to themselves and to their enterprises.

xiii. It is found that, by and large, the women entrepreneurs have reported to be having a fairly high level of self confidence, prior to starting their enterprise, about their own ability to establish and run their enterprises. The level of such self confidence has been found to be strongly associated with the possession of professional/vocational qualifications and with having a business background in the family.
The level of self confidence also shows a moderately strong relationship with educational qualifications, educational performance, family income, and work experience. Thus, entrepreneurs having professional/vocational qualifications; having background of business in the family, having relatively higher educational qualification; having relatively better educational performance; having relatively higher family income; and having work experience are found to be having relatively greater level of self confidence, just prior to starting their enterprise. Marital status and self-confidence are also not independent and though a weak relationship exists between these two variables, it is seen that the unmarried entrepreneurs have reported relatively a somewhat higher level of self confidence.

xiv. Two-thirds of the women entrepreneurs consider themselves to be largely or completely successful. In the opinion of most of the women entrepreneurs the most important factors which contributed to success in their entrepreneurial activity were a) family support/family encouragement; b) personality traits/social skills; and c) financial support.

xv. Most of the women entrepreneurs perceived that self confidence; capacity for hard work; organizing ability and ability to take risk were the most important qualities or characteristics for achieving success in entrepreneurial activity.

xvi. Women entrepreneurs having relatively higher academic qualifications; having relatively more cordial family relationships; having relatively higher incomes
from their enterprise; having a background of business in their family, and those who have participated in Entrepreneurship Development Programmes and were members of social/cultural organizations have reported themselves to be more successful as compared to the others. The association between the variables has been found to be strong in each case. Relatively weak relationship were found to exist between entrepreneurial success and rural/urban background (urban entrepreneurs reporting more success), marital status (unmarried entrepreneurs reporting more successful, and previous work experience (those having work experience reporting more success). Age, position of the entrepreneurs among the siblings, existence of male siblings, total number of siblings and total family income were found to be unrelated to entrepreneurial success.
IV. ENTREPRENEURIAL ACTIVITY AND THE ENTREPRENEURS' FAMILY

i. Most of the entrepreneurs reported that their husbands and children were having "very supportive and positive orientation towards their entrepreneurial activity.

ii. By and large, the husbands were reported to be supportive both in the household work and in the entrepreneurial activity. Further, more educated husbands have been found to be relatively more supportive to their wives (entrepreneurs) in both these areas.

iii. However, in spite of the reported support of their husbands and other relatives in household work, it was found that a vast majority of the entrepreneurs irrespective of their rural/urban background, educational qualifications, and business turnover were carrying out most or all of the household work which they would have done had they not been engaged in any entrepreneurial activity. And yet most of the entrepreneurs never felt that they were carrying a "double-burden" while performing the household work and running the enterprise simultaneously.

iv. In a large majority of the cases women entrepreneurs did not perceive that their husbands felt that they (the entrepreneurs) were not able to perform adequately the role of a home maker on account of involvement in the entrepreneurial
activity. However, among those who did perceive such a feeling in their husbands, there were a higher proportion of entrepreneurs who came from joint families; had relatively less educated husbands; had relatively low family incomes; and who had entered into entrepreneurial activity less than nine years before marriage.

v. It is also found that a vast majority of the entrepreneurs never felt that there are any shortcomings in their role performance as a mother, a wife, and a homemaker. Further, in a vast majority of the cases, the children never had a feeling that their mother was not performing the role of a mother adequately, in some way/s on account of her involvement in the entrepreneurial activity. However, it is observed that as compared to entrepreneurs from nuclear families, entrepreneurs living in joint families are more likely to be perceived to be performing the role of a mother less adequately by their husbands, their children's, and by themselves.

vi. By and large, a vast majority of the entrepreneurs perceived that their marital and family relationships were very sound and significantly better as compared to families having similar socio-economic background, and having no working woman.

vii. It was also reported that in the entrepreneurs' families there was more sharing of responsibilities and following of rules by the family members. In the opinion of the entrepreneurs the circumstances/conditions were reported to be
more facilitative for the fulfilment of the material needs of the children and also more facilitative or at least equally facilitative for the fulfilment of the emotional needs of children, as compared to a typical family having similar socio-economic back-ground and having no “working woman.

viii. A vast majority of the entrepreneurs perceived a variety of beneficial effects on their families resulting from their participation in entrepreneurial activity. Improved family relationships and more opportunities to the children for their overall personality development were the major beneficial effects apart from the fulfilment of material needs/requirements and improved social status.

ix. Comparatively, a very small proportion has reported negative influences on their families and, by and large, these are of a sporadic nature.

Thus it may conclusively be said that participation in entrepreneurial activity has had a very positive impact on the families of the entrepreneurs and the women entrepreneurs cannot be said to fit into the stereotype of women carrying a 'double' or 'triple burden.' Further, in the cases of these women, far from being neglected or jeopardized, on account of the work, the families have been strengthened and enriched.
6.2 SUGGESTIONS

ACHIEVEMENTS

i. Providing support to the family, using one's own potentials and having an independent income (and a feeling of self-reliance) were perceived to be the most important achievements by most of the women entrepreneurs. Further, a vast majority of the women entrepreneurs was satisfied with its achievements.

ii. Psychological achievements i.e.- self actualization (use of one's own abilities, knowledge, skills and experience, and meaningful use of time) were rated as a higher achievement as compared to their economic achievement, by a majority of the women entrepreneurs.

DISTINCTIVE TRAITS

i. It was found that women entrepreneurs perceived themselves to possess several characteristics or traits in a substantially higher degree as compared to non-entrepreneurs. These traits were — risk-taking, communication ability, decision making capacity, problem solving ability, social nature, general awareness, initiative, competitiveness and self-discipline.
CONSTRAINTS

A vast majority of the entrepreneurs encountered some or the other constraints/problems in carrying out their entrepreneurial activity. Financial constraints and constraints relating to availing institutional help were perceived to be the major constraints in their entrepreneurial activity. A large proportion of the entrepreneurs never had a feeling of regret for having entered into entrepreneurial activity. Plans Almost all the women entrepreneurs except a very few, had a plan to consolidate/strengthen or expand their entrepreneurial activity, in future.

WOMENS LIBERATION AND THEIR OWN FEELING OF LIBERATEDNESS

Women entrepreneurs expressed quite a balanced view on women's liberation. They value participation in the economic sphere; they want occupational barriers to be broken down. However, they do not accept the position that women cannot be liberated unless they take-up economic activities.

A considerable proportion of the entrepreneurs have experienced positive changes in the attitudes of the family members as well as in the society in general.
SUGGESTIONS FOR PROMOTING ENTREPRENEURSHIP AMONG WOMEN

Prospective entrepreneurs should realize that a) family support is a very vital factor and that work at the cost of the family is not desirable. b) careful selection and proper planning of a project is very important, c) a fair degree of knowledge of the proposed project (acquired through experience/training/learning from family business or self-study) is very important, d) a strong determination and desire to succeed is needed and e) adequate financial resources at the initial stage and preparedness to take financial risks are also important. ii) Suggestions to the government

The entrepreneurs have suggested the following areas in which governmental action is needed—a) Adequate institutional support b) Timely and adequate availability of credit or financial assistance c) Adequate marketing facility and availability of raw material d) Availability of basic infrastructure! Facilities e) creating conducive entrepreneurial environment f) Assistance for modernization, technical upgradation, and h) A well-articulated and comprehensive policy for women entrepreneurs. (ii) Other general Suggestions Some other general suggestion given by women entrepreneurs are— a) Creating a conducive social environment b) creating awareness /developing entrepreneurship among the women c) need to form women entrepreneurs' Organisations/Associations/Co-operatives etc. d) need to organize exhibitions.
DISCUSSION AND SUGGESTIONS

This study leads to the understanding that entrepreneurship should be looked upon as a skill which can be developed and cultivated. The study also leads to the understanding that promotion of entrepreneurship involves inputs or facilitation at various levels and over a period of time. A diagrammatic presentation of these levels has been made in Fig.7.1. Families, and specially the parents, need to be sensitized about gender bias in child rearing practices. They need to treat their sons and daughters equally and thus to promote achievement motivation and self-confidence in children of both sexes. Flexibility in and alternatives to the conventional sex-roué typing need to be presented to the children through the parents' own behaviour. While promoting strong family values the parents must encourage the girl children to acquire a variety of skills in-eluding vocational skills.

The education system throughout its various levels, also needs to encourage the children to use their own rational faculties and develop good communication ability, self-confidence and a variety of social and vocational skills. Sincere efforts need to be made to identify and eliminate gender bias in every part of the curriculum (not merely in the text books). Case studies of successful entrepreneurs and periodic face to face interaction with persons who have distinguished themselves as successful entrepreneurs may go a long way in preparing the children for entrepreneurship.” At the secondary/high school and junior college
level, some other basic skills like preparing project proposals, writing project reports, writing business letters etc. may be imparted. A network of agencies/institutions, both Governmental and Non-Governmental, providing a variety of services to promote and support entrepreneurship is very important. Several such agencies are in existence and are doing good-work. However, these agencies can become more meaningful and more effective if the foundations of entrepreneurship are laid at the level of family and the educational institutions.

Further, in the present context, entrepreneurship development programmes could be more pro-active broad-based (in terms of target group) and of a continuous nature. Along with all this, efforts also need to be made at various levels to create and promote societal attitudes which approve of and facilitate entrepreneurship among women.

Thus entrepreneurship development should be looked upon as a continuous long term process involving efforts at various levels. In summary there is a need for a more comprehensive preparation for entrepreneurship.

Although there have been success stories of entrepreneurship among those who have not even completed high school, this study shows that graduates and those who have some kind of professional/vocational qualifications have found themselves to be more confident/competent and successful. Hence, it would be
unwise to suggest, at least at present, that general education after school is absolutely redundant.

The study clearly brings to light the fact that women entrepreneurs, by and large, are not merely “career-women” but “family-career-women” Most of them have entered into entrepreneurship several years after marriage and have ensured that their work does not come in the way of meeting basic conventional expectations, and also conversely that the demands of the family do not come in the way of their work. In fact, if one were to pin-point the most singular contribution made by this study towards a better understanding of entrepreneurship among women, it could be pointed out without hesitation that the study has brought out a very significant fact that women entrepreneurs have been able to judiciously and successfully strike a balance between the demands of their homes and their work. And in doing so, they have not made compromises in the negative sense of the term, but have actually achieved mutual enrichment of both their families and their work. Not only have they found themselves more strengthened and liberated but also they have found their families stronger and happier and have also found their work being supported and facilitated by their families.

In fact the stereotype of the conventional “working woman” carrying the “double burden” or “triple burden” was hardly ever encountered.
The above findings do not suggest that “working women” do not have problems. However, the study does strongly emphasize the need for the examination of such questions as a) are all working women facing problems of being torn by the conflicting demands of their homes and the workplace, and b) what kinds of work and what conditions of work permit not merely reconciliation between but a mutual enrichment of families and work.

The study has also led to the understanding that joint families or large families are not necessarily facilitative for entrepreneurship among women. In fact the evidence is to the contrary, Stability in the place of residence emerges as an important factor in the facilitation of entrepreneurship among women. “Families-on-the-move” may be enterprising in one sense but as far as facilitating entrepreneurship among women is concerned the more stable families have a much larger contribution to make.

While the study brings out the fact that family support is very important for women entrepreneurs, it also shows that women entrepreneurs primarily hold themselves responsible for their entry into entrepreneurial activity. This self-directedness and an avowal of their self-determination among women are indicative of a trend which needs to be noticed. Women will be entering into entrepreneurial activity in ever greater numbers. More adequate support systems would be necessary to match these aspirations. Financial constraints emerged as a major constraint in stifling the entrepreneurial drive. It would not be unrealistic to
assume that many women have not entered into entrepreneurial activity solely because of this single factor. It is herewith suggested that financial institutions in should take steps to facilitate easy availability of credit. In this connection it may be noted that this study also adds to the substantial evidence existing regarding the credit worthiness of women entrepreneurs. It would be also worthwhile to examine and experiment with the possibility of encouraging small entrepreneurs to work on a co-operative basis.

Finally, although a general suggestion has been made earlier regarding the need for a primitive and supportive institutional network, it is considered important to make a specific mention of a few needs/suggestions put forward by the entrepreneurs. The entrepreneurs expressed the need for assistance in the areas of a) marketing of their products b) management skill development and c) access to, latest information about the developments (technical and other) in the area of work. It is suggested that through a variety of appropriate measures/strategies (establishment of women entrepreneurs forums; networking) assistance be made available to the entrepreneurs for the facilitation of their work. Such assistance needs to adopt an approach which is characterized by a greater degree of outreach, variety and continuity, Further, in the given context of resource constraints and ever otherwise, the approach should also encourage much more inter-entrepreneurial interaction, assistance and learning.
6.3 Scope for further study

Though the study is exhaustive and exploratory in nature and though it has revealed many aspects, the study is confined to only one district in state of Karnataka. Further the advantages of sample districts may not be found in other districts. Further study covered a sample 240. He possible to study other exclusive dimensions such as problems related financing alone; marketing alone could be taken separately. Other aspects such the training for women entrepreneurs, impact of training and role of government imparting training could be studied separately.

More interestingly some comparative studies related other districts and states can also be made.
6.4 Conclusion

Success of the women entrepreneur depends on many qualities of women. Of which the following qualities which are identified during the study plays a major role in the managerial pursuits of the organization. The success of women and women enterprises could be depicted with the help of the following diagram.
The study through revealed many aspects and dimensions which were hitherto not explored, innumerable aspects of management of women entrepreneur has become a herculean task to facilitate the smooth functioning of these units.

Though these organizations are not in a position to be free from barriers of operation, they are yet contributing in terms of employment locally available raw materials into finished products. By providing and employing local resources and local people to smaller extent entrepreneurs are contributing something to society. Normally, these entrepreneurs and the enterprises can play a major role provided they are facilitated with much more lucrative schemes and facilities. Normally problems of women enterprise are always linked to problems of funding and lending financial requirements and financial constraints determine the success of these units. In the earlier chapters it was known that many units lack financial benefits. If financial benefits are extended to these units, most of the problems could be nullified or at least minimized.

Therefore it is not difficult to summarize that women entrepreneurs are suffering from some financial, marketing and technical problems which are not so in case of men lead organization.
It could be concluded that women entrepreneurs definitely can become hallmark of the society if they could explore more and more avenues to overcome their own problems. Definitely these entrepreneurs should be supported by government and voluntary organisation either to fund support or to market their produces. Obviously “Hands which rock the cradle can rule the world”