

Entrepreneurial Success: A Study on the Perceptions of Women Entrepreneurs in Andhra Pradesh

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Abstract

The perception of women entrepreneurs in Andhra Pradesh regarding success in business has been studied by obtaining their opinion on the various aspects related to success in business namely meaning of 'success' as envisaged women entrepreneurs, importance of success factors for success in business, human resource factors necessary for success in business, finance factors necessary for success in business, potential abilities of women on the leadership behaviour of women entrepreneurs, and areas of training required for women entrepreneurs. The women entrepreneurs were asked to respond to a questionnaire consisting of various statements under each aspect on a five point scale on the response categories. The rank or order of priority or order of necessity, as the case may be, was assigned to each statement in each of the aspects pertaining to success in business by evaluating the overall scores. The results are analysed by considering the women entrepreneurs under three categories based on investment (low investment, medium investment and high investment groups), family structure (nuclear family and joint family) and regional background (rural background and urban background). The analysis indicates that the opinions expressed by all categories of women entrepreneurs are by and large similar and the minor differences in the opinions are explained from the point of view of the social, cultural and financial background of the women entrepreneurs of the concerned category.

Keyword: Entrepreneurial Success, Women Entrepreneurs, Nuclear Family, Joint Family

Introduction

Now-a-days, we find women in myriad professions such as media, management, astronomy, administration, politics, defence, sports, and business who have occupied coveted positions across a wide spectrum of occupations. Present day women are more assertive, much more determined and more tactful in handling crises, both managerial and professional. Women are entering in large numbers in the field of entrepreneurship because of changing business scenario in India due to liberalization, privatization and globalization.

A number of agencies have been set up by the government to provide assistance and incentives such as supply of essential inputs like raw material, credit on concessional terms, machinery on hire purchase, provision of technical assistance, marketing management, and information services to small scale industries. Financial assistance has been provided through the banking sector and other funding agencies specially meant to encourage women entrepreneurs.

Women enter in the field of entrepreneurship due to various reasons like out of necessity, to prove their capacity, to be independent and also to exploit their innovative ideas into reality. Success in business is very important because the abilities of an entrepreneur are judged by the success in business. People view the failure of a woman in business quite differently than how they view the failure of a man in business. The immediate advice she receives from friends and relatives is to close the business and to confine

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to the house looking after children and family. Hence, success is an important aspect to women entrepreneurs.

Literature Review

Unlike men, women have more responsibilities, which they have to fulfill simultaneously discharging their role as entrepreneurs. The dual role as housewives and as career-women imposes a great strain on them. The study (Schreier, 1975) conducted in developing countries indicates that women entrepreneurs were in no way different from men who have started business on their own. But, the research conducted on professional women (Finny, 1977) showed that there is almost always a man who helps to pave the way for a woman desiring to enter a male dominated field. In establishing and managing the enterprises successfully, women entrepreneurs face a number of hurdles. Several difficulties faced by women entrepreneurs were pointed out (Devi, 1978) that include lack of adequate finance and technical know-how, non-availability of raw materials, inadequate marketing facilities and also non-availability of factory accommodation.

There are various factors that are responsible in building successful entrepreneurs. Some of these factors are change from present life style, childhood family environment, education, personal values, age, work history, role models, and support systems like moral support network and professional support network. According to Cooper (1985), three factors influence the success of the entrepreneur namely (1) antecedent influences, which include background factors such as family influences and genetic factors that affect motivation, skills and knowledge, (2) the incubator organisation, where the entrepreneur was employed prior to establishing the enterprise and the skills acquired there and (3) environmental factors which include economic conditions, access to venture capital, support services and role models.

In the present day's dynamic world, there exists a highly competitive environment to every entrepreneur irrespective of whether male or female. Those who can successfully face this challenge and find an opportunity through the problem can excel in business. It is not only the entrepreneurial skill but also other factors like family background, personal characteristics, entrepreneurial support, social recognition, and risk taking ability that are essential in building a successful entrepreneur. Socio-economic features like caste, parental background, location

advantage, and easy access to market are also found to be having a strong correlation with entrepreneur's success (Dhameja, 2002). Attributes like risk taking, innovations, need for achievement and managerial competence are important enabling qualities for entrepreneurship.

Objective of the Study

The main objective of the present study is to understand the perception of women entrepreneurs regarding success in business from the point of view of (1) meaning of 'success' as envisaged by women entrepreneurs, (2) importance of success factors for success in business, (3) human resource factors necessary for success in business, (4) finance factors necessary for success in business (5) potential abilities of women on the leadership behaviour of women entrepreneurs. and (6) areas of training required for women entrepreneurs.

Hypotheses

The following hypotheses have been tested from the results of the present study.

1. Differences in the opinions exist regarding meaning of success as envisaged by different categories of women entrepreneurs.
2. Differences in the opinions exist regarding the order of importance of various success factors among different categories of women entrepreneurs.
3. Differences in the opinions exist regarding the necessity of human resource factors in business among different categories of women entrepreneurs.
4. Differences in the opinions exist regarding the necessity of finance factors in business among different categories of women entrepreneurs
5. Differences in the opinions exist in the order of potential abilities of women on leadership behaviour of women entrepreneurs among different categories of women entrepreneurs.

Instrument

The authors have studied the perception of women entrepreneurs regarding various aspects defining success in business by obtaining responses to a set of questions under each aspect. The questionnaire was formulated based on the questionnaire that has been used by Dhameja (2002) and

also the factors stressed by Ganesan (2003) in his studies on the status of women entrepreneurs in Tamilnadu.

Methodology

Stratified random sampling method was employed for sample collection. The addresses of women entrepreneurs were collected from District Industries Centres of all districts of Andhra Pradesh, ALEAP Hyderabad and Andhra Pradesh State Finance Corporation, Hyderabad. The questionnaires were dispatched by post along with self-addressed stamped envelopes to 1053 women entrepreneurs distributed throughout the state of Andhra Pradesh. The authors could meet as many as 50 women entrepreneurs personally. The authors also contacted the women entrepreneurs by phone and through e-mail and during these contacts the authors clarified the doubts in answering the questionnaire. As many as 265 filled in questionnaires have been received. Out of these 15 were rejected in view of incomplete responses to the questionnaires. The sample size taken for analysis is 250 spread over all districts of Andhra Pradesh.

Sample for the Study

The sample size is 250 and the respondents are categorized into different groups. Based on investment made, the entrepreneurs were grouped as belonging

to Low Investment Group (LIG), Medium Investment Group (MIG) and High Investment Group (HIG); the investment respectively being in the range of \leq Rs.5.0 lakh, $>$ Rs.5.0 lakh but \leq Rs. 10.0 lakh, and $>$ Rs.10.0 lakh. Out of 250, there are 69, 83 and 98 women entrepreneurs in LIG, MIG and HIG respectively. Based on location, the entrepreneurs were grouped as belonging to Rural Background (RB) and Urban Background (UB) and the numbers in these groups being 142 and 108 respectively. Based on family structure, the respondents were grouped as belonging to Nuclear Family (NF) and Joint Family (JF). The numbers of women entrepreneurs belonging to NF and JF are 145 and 105 respectively.

Results and Discussion

Meaning of ‘Success’ as Envisaged by the Women Entrepreneurs

The entrepreneurs were asked to respond to the question consisting of seven statements relating the ‘success’ in business on a five point scale namely Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree with scores ranging from 5 to 1 respectively. The overall scores for the statements were evaluated based on which, the items are ranked to indicate the order of opinion. The overall scores and order of opinion evaluated are presented in Table 1 for the different categories of women entrepreneurs among the 250 respondents.

Table 1: Overall Score and Rank for Different Categories of Women Entrepreneurs

Item	Overall Score								Rank							
	LI G	MI G	HI G	NF	JF	RB	UB	ALL	LIG	MIG	HIG	NF	JF	RB	UB	ALL
To be rich	4.17	4.33	4.31	4.34	4.18	4.33	4.20	4.28	5	2	2	2	4	2	3	2
Career growth	4.34	4.39	4.33	4.38	4.31	4.34	4.36	4.35	1	1	1	1	1	1	1	1
Success coordination/ compliance of family and profession	4.14	4.11	4.14	4.15	4.10	4.11	4.17	4.13	6	7	6	6	6	7	6	6
To earn sufficient income	4.25	4.23	4.23	4.28	4.16	4.23	4.24	4.24	2	4	5	4	5	5	2	4
To achieve social security	4.19	4.20	4.26	4.23	4.22	4.25	4.19	4.22	3	5	4	5	2	4	4	5
Social Recognition	4.18	4.31	4.29	4.30	4.20	4.31	4.18	4.26	4	3	3	3	3	3	5	3
Recognition from family	3.99	4.12	4.11	4.11	4.04	4.15	3.99	4.08	7	6	7	7	7	6	7	7

*Source: Primary Data

An examination of the data presented in the Table 1 reveals the following features. The entrepreneurs belonging to MIG and HIG view 'to be rich' as an important feature (order 2) of success where as LIG women entrepreneurs view this aspect as not that important (order 5). This reveals the fact that the women entrepreneurs belonging to LIG are only interested to earn money for their survival, that is to meet the economic needs of the family rather than becoming rich. The order of opinion expressed for the statement 'to be rich' as success factor by the entrepreneurs belonging to NF is 2 where as those belonging to JF give a rating of 4. Woman entrepreneur belonging to NF likes to become rich where as richness is not that important for an entrepreneur belonging to JF. It is also worthwhile to note that the statement 'to earn sufficient income' is rated 2 by LIG women entrepreneurs where as it is rated 4 and 5 by MIG and HIG women entrepreneurs respectively. Here to 'earn sufficient income' means the finance required to meet for the living expenses of the family. All the categories of women entrepreneurs express the order of opinion as 1 for the statement 'success coordination/ compliance of family and profession' which reflects the healthy and genuine view of the women entrepreneurs.

By and large, the orders of opinion expressed for the other success factors are almost same for all categories of women entrepreneurs within the limits of mental perception (± 1 in ranking). Considering all the entrepreneurs put

together, that is ALL, the order of opinion expressed for the various success factor (mentioned in the bracket) is career growth (1), to be rich (2), social recognition (3), to earn sufficient income (4), to achieve social security (5), success coordination/ compliance of family and profession (6) and recognition from family (7). It is worthwhile to note here that social recognition and social security are given better orders of opinion than recognition from family. Recognition from family is already there once she is encouraged to establish the enterprise.

Importance of Success Factors for Success in Business

To achieve success in business one should have business skills. To elicit the opinion of women entrepreneurs as to how important the various success factors are for thriving in the business, the entrepreneurs were asked to respond to the question consisting 4 statements on a five point scale namely Very important, Important, Undecided, Not very important and Not at all important with scores 5, 4, 3, 2, and 1 respectively.

The overall scores for the statements were evaluated based on which the items are ranked 1 to 4 to indicate the order of importance. The data on overall scores and orders of importance are presented in Table 2 for different categories of women entrepreneurs who have responded.

Table 2: Importance of Success Factors for Women to go Ahead as Successful Entrepreneurs-Overall Score and Order of Importance of Various Success Factors Expressed by Different Categories of Women Entrepreneurs

Success factors	Overall Score								Order of Importance							
	LIG	MIG	HIG	NF	JF	RB	UB	ALL	LIG	MIG	HIG	NF	JF	RB	UB	ALL
Consistently exceeding expected performance	4.49	4.55	4.54	4.56	4.50	4.49	3.78	4.53	1	1	1	1	1	1	1	1
Successfully managing others	4.01	4.14	4.10	4.12	4.05	4.07	3.41	4.09	4	4	4	4	4	4	4	4
Successfully managing self	4.52	4.37	4.43	4.43	4.45	4.40	3.67	4.44	2	2	2	2	2	2	2	2
Seeking out difficult or highly usable assignments	4.32	4.18	4.24	4.23	4.26	4.15	3.58	4.24	3	3	3	3	3	3	3	3

*Source: Primary Data

As per the data presented in Table 2 we notice that there is unanimity with respect to the order of importance expressed by all categories of women entrepreneurs for each of the success factors. The order of importance of the success factors to be considered for success in business is consistently exceeding performance (1), successfully managing self (2), seeking out difficult or highly usable assignments (3) and successfully managing others (4). This order of importance of the success factors reflects the critical and shrewd nature the women entrepreneurs. One who manages self can manage others easily.

In any business periodic assessment is an important aspect and performance yardsticks have to be set up for achieving the desired success. Year after year, there should be growth in productivity, expansion of marketing zone, improvement in quality of the products produced and profits. Consistently exceeding performance on these aspects definitely makes the enterprise successful and the entrepreneur stands in high esteem in the eyes of the public. Hence the women entrepreneurs giving top most importance that is rank 1, to the success factor ‘consistently exceeding performance expected’ is really a welcoming feature.

Human Resource Factors Necessary for Success in Business

Human resource is an important component of any organisation. Competent human resource is a boon for an enterprise. Machinery, without men to handle them, has to be kept idle in a company. The views of women entrepreneurs about the necessity of human resource

management are obtained by asking the respondents to respond to the necessity of human resource factors on a five point scale on the response categories namely Very much necessary, Necessary, Undecided, Not very much necessary and Not at all necessary with scores 5, 4, 3, 2 and 1 respectively.

The overall scores for the human resource factors were evaluated based on which order of necessity is given to each of the factors by the women entrepreneurs. The overall scores and order of necessity based on overall scores are given in Table 3 for different categories of women entrepreneurs. There is unanimity among all categories of entrepreneurs in expressing their views regarding the necessity of human resource factors.

The problem of ‘effectively managing the staff’ has been ranked first by the women entrepreneurs as the most important factor for success. ‘Acquiring the right kind of employees’ has been ranked second. Efficient and committed staff contributes whole-heartedly for the growth and development of the enterprise. The entrepreneurs express ‘regular training to the staff’ as the third important issue of human resource management, which contributes to the success of the enterprise. In view of latest developments in technology, it is necessary for regular training of the staff. ‘Compensating the staff equitably’ has been considered as the fourth important necessary human resource management factor by all the women entrepreneurs. In the event of any mishap, it is necessary to offer proper compensation to the staff. It is only then, the staff works with devotion and feels a sense of security and oneness with the management. This will definitely contribute to the success of the enterprise.

Table 3: Human Resources Necessary for Success in Business-Overall Score and Order of Necessity Expressed by Different Categories of Women Entrepreneurs

Human resource factor	Overall Score								Order of Necessity							
	LIG	MIG	HIG	NF	JF	RB	UB	ALL	LIG	MIG	HIG	NF	JF	RB	UB	ALL
Effectively managing the staff	4.54	4.53	4.60	4.52	4.61	4.47	3.84	4.56	1	1	1	1	1	1	1	1
Acquiring the right staff	4.38	4.34	4.40	4.35	4.40	4.01	3.47	4.37	2	2	2	2	2	2	2	2
Regular training to the staff	4.00	4.23	4.31	4.15	4.23	3.66	3.33	4.20	3	3	3	3	3	3	3	3
Compensating the staff	3.90	4.18	4.27	4.08	4.22	3.17	3.24	4.14	4	4	4	4	4	4	4	4

*Source: Primary Data

Table 4: Finance Factors Necessary for Success in Business-Overall Score and Order of Necessity Expressed by Different Categories of Women Entrepreneurs

Finance factors	Overall Score								Order of Necessity							
	LIG	MIG	HIG	NF	JF	RB	UB	ALL	LIG	MIG	HIG	NF	JF	RB	UB	ALL
Planning the Finance required	4.90	4.54	4.44	4.50	4.60	4.70	4.34	4.54	1	1	1	1	1	1	1	1
Information on availability of finance from different sources	4.22	4.26	4.26	4.26	4.23	4.25	4.25	4.25	3	3	3	3	3	3	3	3
Knowledge about potential sources of funding	4.29	4.52	4.55	4.48	4.46	4.48	4.30	4.47	2	2	2	2	2	2	2	2

*Source: Primary Data

Finance Factors Necessary for Success in Business

Finance is the heart of any venture. The women entrepreneurs were asked to respond on the necessity of finance factor on a five-point scale on the response categories namely Very important, Somewhat important, Undecided, Not very important, and Not at all important with scores 5, 4, 3, 2, and 1 respectively. The overall scores for the finance factors were evaluated based on which the order of importance is given to each finance factor. The overall scores and order of necessity for different categories of women entrepreneurs are presented in Table 4.

The overall scores for the three finance factors are more than 4, which indicate that the women entrepreneurs consider these three factors very important. Also, all the categories of entrepreneurs are unanimous with respect to expressing their views that is the order of necessity is the same for each of the finance factors.

‘Planning the finances required for business’ has been ranked first by all the women entrepreneurs. Even if the finance available is low, still with proper planning the amount can be spent on most required items thereby saving unproductive investment. ‘Knowledge about potential sources of funding’ is ranked second by all the categories of women entrepreneurs. This will save time and entrepreneurs can get finance within the required period and rejection of the projects for sanction of the finances can be avoided. This type of ranking also reflects that there is a need to enlighten the women entrepreneurs regarding the potential sources of funding. ‘Information on availability of finance from different sources of funding’ is ranked as the third finance factor for success

in business. Availability of finances to the extent required by an entrepreneur is very important and there is no point in going to a funding agency, which has limited financial resources and only caters to the needs of entrepreneurs who establish small enterprises

Potential Abilities of Women on the Leadership Behaviour of Women Entrepreneurs

The women entrepreneurs were asked to rate the potential abilities of women pertaining leadership behaviour. The respondents’ views were sought on a five-point scale of the response categories namely Excellent, Very Good, Good, Reasonably OK, and Poor with the scores being 5, 4, 3, 2, and 1 respectively. The overall scores and order of rating are presented in Table 5 pertaining to all categories of women entrepreneurs.

As can be seen from Table 5, within the limits of mental perception, the ratings given by the different categories of women entrepreneurs for each of the potential abilities pertaining to leadership behaviour are the same. The order of the ratings (shown in brackets) given to the potential abilities are supporting (1), problem solving (2), decision making (3), rewarding (4), delegating (5), influencing upward (6), team building (7), consulting (8), communicating (9) and mentoring (10).

The overall scores given by the different categories of women entrepreneurs for the potential abilities of leadership behaviour range from 3.73 to 4.60 indicating that the response categories preferred by the women entrepreneurs are mostly Excellent and Very good rather than Reasonably OK and Poor. This shows that

Table 5: Potential Abilities of Women on Leadership Behaviour of Women Entrepreneurs-Overall Scores and Order of Rating by Different Categories of Women Entrepreneurs

Potential abilities	Overall Score								Order of rating							
	LIG	MIG	HIG	NF	JF	RB	UB	ALL	LIG	MIG	HIG	NF	JF	RB	UB	ALL
Supporting	4.61	4.54	4.48	4.54	4.53	4.60	4.45	4.54	1	1	1	1	1	1	1	1
Rewarding	4.26	4.16	4.05	4.10	4.21	4.25	4.00	4.14	4	3	4	3	4	4	4	4
Mentoring	3.86	3.84	3.80	3.81	3.84	3.90	3.73	3.83	10	10	10	10	10	10	10	10
Consulting	3.97	3.94	3.86	3.90	3.94	4.04	3.78	3.92	8	8	8	8	8	8	9	8
Delegating	4.16	4.01	4.01	3.99	4.13	4.15	3.92	4.05	7	6	5	5	5	5	5	5
Communicating	3.93	3.85	3.85	3.84	3.90	3.93	3.79	3.87	9	9	9	9	9	9	8	9
Team building	4.19	3.98	3.90	3.93	4.10	4.13	3.84	4.00	5	7	7	7	7	7	7	7
Problem solving	4.59	4.34	4.23	4.32	4.43	4.51	4.19	4.37	2	2	2	2	2	2	2	2
Influencing upward	4.17	4.02	3.95	3.99	4.10	4.14	3.90	4.04	6	5	6	6	6	6	6	6
Decision making	4.35	4.10	4.10	4.08	4.29	4.28	4.02	4.17	3	4	3	4	3	3	3	3

*Source: Primary Data

the entrepreneurs earnestly feel that potential abilities of leadership are an asset for managing the enterprise successfully. These qualities make the entrepreneur a real leader of the enterprise giving proper direction and motivation to the employees to work to the best of their abilities contributing to the growth and development of the enterprise.

Table 6: Opinion of Women Entrepreneurs Regarding the Areas in which Training is Required

Area of Training	Number of Respondents	Percentage
Communication	95	38.0
Conflict Management	123	49.2
Time Management	87	34.8
Commercial Capability	187	74.8
Law and Taxes	150	60.0
Marketing	165	66.0
Finances	175	70.0
Technical Capability	156	62.4
Stress Management	145	58.0

*Source: Primary Data

Note: Most of the women entrepreneurs opted for more than one area for training.

Areas of Training Required for Women Entrepreneurs

Generally no entrepreneur fully possesses all the essential management skills. The entrepreneur may be good at

certain skills and weak at certain other skills. Since the management skills are essential for the success of an entrepreneur, the respondents were asked to indicate the area / areas in which they are interested to receive training against the item stated in the questionnaire. The opinions expressed by the women entrepreneurs are presented in Table 6.

As can be seen from Table 6, majority of the respondents indicated the need for training in the areas of commercial capability, laws and taxes, marketing, finances technical capability and stress management. 38% of the women entrepreneurs indicated the need for acquisition of communication skills, as these would create confidence in them so that they can freely talk with the officials and also deal comfortably with the customer. About 35% of women entrepreneurs stressed the need for training in ‘time management’, as they have to perform the dual role as housewife and an entrepreneur. In any enterprise, there will be times of difficulty arising due to labour problems, technical problems with machinery and in distribution process. Management of such crises is felt as a problem by the women entrepreneurs. 9 % of women entrepreneurs expressed the need for training in conflict management. Training in various management skills enables the woman entrepreneur to manage the enterprise effectively and hence becomes a successful entrepreneur. Professional and technical education is quite essential for entrepreneurial success. It helps the entrepreneurs in identifying right kind of business, market, and technology and to take product decisions related to costs, raw material

procurement, and selection of appropriate technology and manpower. The success of an enterprise also depends on the orientation of the entrepreneur towards business because the orientation towards business leads to a higher level of commitment and greater degree of probability of success. Industry experience and work experience also lead towards the development of a successful entrepreneur.

Testing the Hypotheses

Meaning of 'Success' as Envisaged by the Women Entrepreneurs

H₀: Differences in the opinions exist regarding meaning of success as envisaged by different categories of women entrepreneurs.

H₁: Differences in the opinions do not exist regarding meaning success as envisaged by different categories of women entrepreneurs

Findings: As it can be seen form Table 1, the order of opinion evaluated based on overall scores for different items pertaining to meaning success in business are different for different categories of women entrepreneurs in the case of a few items such as 'to be rich', and 'to earn sufficient income.' For other items, within the limits of mental perception the order of opinion may be taken as same.

Decision: H₀ is accepted.

Conclusion: Women entrepreneurs belonging to different categories are critical in envisaging what 'success' means in business.

Importance of Success Factors for Success in Business

H₀: Differences in the opinions exist regarding the order of importance of various success factors among different categories of women entrepreneurs.

H₁: Differences in the opinions do not exist regarding the order of importance of various success factors among different categories of women entrepreneurs.

Findings: As it can be seen from Table 2, the order of importance evaluated based on overall scores for different success factors to go ahead as successful entrepreneurs are alike for different categories of women entrepreneurs.

Decision: H₁ is accepted.

Conclusion: All categories of women entrepreneurs have similar view regarding the importance of success factors to go ahead for success in business.

Human Resource Factors Necessary for Success in Business

H₀: Differences in the opinions exist regarding the necessity of human resource factors for success in business among different categories of women entrepreneurs.

H₁: Differences in the opinions do not exist regarding the necessity of human resource factors for success in business among different categories of women entrepreneurs.

Findings: As it can be seen from Table 3, the order of necessity evaluated based on overall scores for different human resource factors for success in business are alike among different categories of women entrepreneurs.

Decision: H₁ is accepted.

Conclusion: All categories of women entrepreneurs view the necessity of human resource factors in the same order for achieving success in business.

Finance Factors Necessary for Success in Business

H₀: Differences in the opinions exist regarding the necessity of finance factors for success in business among different categories of women entrepreneurs.

H₁: Differences in the opinions do not exist regarding the necessity of finance factors for success in business among different categories of women entrepreneurs.

Findings: As it can be seen from Table 4, the order of necessity evaluated based on overall scores for different finance factors for success in business are same for each factor among different categories of women entrepreneurs.

Decision: H₁ is accepted.

Conclusion: All categories of women entrepreneurs view the necessity of finance factors in the same order irrespective for success in business.

Potential Abilities of Women on Leadership Behaviour of Women Entrepreneurs

H₀: Differences in the opinions exist regarding the order of rating of potential abilities of women on leadership behaviour of women entrepreneurs among different categories of women entrepreneurs.

H₁: Differences in the opinions do not exist regarding the order of rating of potential abilities of women on leadership behaviour of women entrepreneurs among different categories of women entrepreneurs.

Findings : As it can be seen from Table 5, the order of rating evaluated based on overall scores for different potential abilities of women on leadership behaviour of women entrepreneurs are same for each item among different categories of women entrepreneurs, within the limits of mental perception (± 1 in ranking).

Decision: H₁ is accepted.

Conclusion: All the categories of women entrepreneurs rate the potential abilities on leadership behaviour in a similar way and consider them as very important for providing leadership in managing the enterprises.

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