

A Study on Enterprise Management by Women Entrepreneurs

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Key Words:

- 1 Enterprise Involvement
- 2 Influence of Demographic Variables
- 3 Good and Bad Performance

Abstract:

The success of entrepreneurs depends upon the level of involvement. All the people may not have same level of involvement. The present study aims to find out the influence of demographic variables on the level of involvement of entrepreneurs. The demographic factors taken for the study are age, education, caste, marital status, family size, occupation, family income, material possession. The involvement of entrepreneurs is measured on ten variables such as source of inspiration, help during setting up stage, managing various functions, major decisions, time spent on unit related work, satisfaction, training, pride of being an entrepreneur, membership and future plans, The demographic factors such as age, education,, occupation and family income have significant influence on enterprise involvement. Majority of the women have less level of involvement (less than 40 percent) in the enterprise management.

Introduction :

It is noticeable that entrepreneurship development and empowerment are complementary to each other. Women empowerment depends on taking part in various development activities. In other words, the involvement of women in various entrepreneurial activities has empowered them in social, economic and cultural fields. The power to take decisions has increased for women in India, within as well as outside the family matters. Yet, women entrepreneurship development varies across rural and urban areas.

The quality of entrepreneurship depends on the degree to which the women are involved in managing their enterprises. If women involve themselves in various managerial decisions, it would have a positive impact on their enterprise. The purpose of this study is to find out the extent of involvement of women entrepreneurs is studied. The relationship between the degree of enterprise management and the performance in enterprise is also analysed to reveal the importance of the enterprise management.

Literature Review :

Femida Handy, Shree Ranade (2000) have stated that Entrepreneurial activity attracts certain kinds of individuals. Such self-selection is not a random event, but is influenced by a variety of socio-economic factors as well as individual personal characteristics. They examined women entrepreneurs in a

particular segment of the nonprofit sector in India and looks for the socio-economic factors, personality characteristics and cultural factors that explain the self-selection into entrepreneurial activity in the nonprofit sector. They have suggested that the characteristics that attract women into entrepreneurial activity will be different in the nonprofit and for-profit sectors. Nonprofit entrepreneurs receive a high payoff from promoting social causes. they also found that cultural factors such as social class may also play an important role.

Robita Sorokhaibam Brahmacharimayum Tarunbala Devi (2011) have stated that all women are endowed with innate power that can make them successful entrepreneurs. Women entrepreneurship is inherent and also a natural process. Women are naturally endowed with the qualities of entrepreneurship. Maternity is a creative capacity involving risk of life. Maternal instincts generate enormous strength and determination that drive the fear away from them. These characters generate within themselves and not come from elsewhere. Women empowerment becomes reality by nurturing their innate qualities of entrepreneurship. When women bring life into this world, it contributes to the society. When an entrepreneur creates an enterprise it generates employment, creates wealth. Entrepreneurship is a prerequisite for the development of any nation. Hence the contributions of women entrepreneurs are a prerequisite for nation building. Women entrepreneurship, women empowerment and nation building are therefore synonymous. Women are naturally endowed with the emotions of love. This positive energy could be used in managing human resources efficiently. All the women have all the resources to manage an enterprise. Women entrepreneurship can only bring about women empowerment. Social entrepreneurship can eliminate the ignorance and poverty..

Mallika Das has studied the profiles women entrepreneurs who own and manage small to medium sized enterprises in two states

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in southern India- Tamil Nadu and Kerala. She examined the problems faced by women during the setting up and continued operation of their businesses, and the work-family conflicts that women faced. She also looked at their reasons for starting a business and the self-reported reasons for their success. The initial problems faced by the women seem similar to those faced by women in western countries. However, Indian woman entrepreneurs faced lower levels of work-family conflicts and seem to differ in their reasons for starting and succeeding in business.

Surti, Kirtida; Sarupria, Dalpat (1983) have investigated the role stresses experienced by women entrepreneurs, the effect of demographic variables such as marital status and type of family on stress, and how women entrepreneurs cope with stress. Forty women, each with over 2 yrs experience running their own business, completed a test battery that included measurements of role stress, locus of control, and fear of success. Results indicate that unmarried women experienced less stress and less self-role distance than married. Women from joint families tended to experience less role stress than women from nuclear families, suggesting that women in joint families shared their problems with other family members. External locus of control was significantly related to role stress, and fear of success was related to result inadequacy and role inadequacy dimensions of stress.

Ghosh, Piyali; Cheruvalath, Reena, (2007) have stated that female entrepreneurs are increasingly being considered to be an important catalyst for economic growth and development in India, as they are contributing substantially to employment generation, and, as such, female entrepreneurship has become an area of research interest over the past few years. The study discusses the many challenges they face, focusing on their level of education and socio-cultural constraints. It also suggests some solutions to overcome such barriers. These include giving them proper training, developing an entrepreneurial attitude in them, 'attribution augmenting', understanding their entrepreneurial motivation, and, most importantly, removing the discriminating social customs imposed on them.

Rajesh K. Pillania, Madhurima Lall, Shikha Sahai (2010), have stated that entrepreneurship has again gained currency across the globe and female-entrepreneurship has become an important component. India is one of the fastest emerging economies and the importance of entrepreneurship is realised across the spectrum. They identified 43 motives for starting business amongst women entrepreneurs. Principal component matrix was used for factor analysis and Varimax rotation with Kaiser normalisation was used for rotation, which yielded eight factors. The eight factors were labeled as Independence, Flexibility, Achievement, Money, Opportunity, Escape, Family Support and Recognition from other. The motives were further classified into push and pull elements (Turner, 1993) on which Wilcoxon-signed rank test was performed, the statistical test revealed that relatively pull motives attract women entrepreneurs more than the push motives for starting business.

Women in India reveal that empowerment of women and development of women entrepreneurs to bring actual reality

through constitutional goal of equality. (Leelamma Devasia, 1990). Lalitha Iyer's study (1991) on "Women Entrepreneurs Challenges and Strategies" analyses major constraints faced by women entrepreneurs and reflects upon specific policies and programmes for women entrepreneurship development. Kamala Singh's study (1992) on Women Entrepreneurs has made an attempt to diagnose the women entrepreneurs profile and has identified dominating entrepreneurial traits, their motivational forces and performance both quantitatively as well as qualitatively. This work aimed at understanding the entrepreneurial development among women is a unique attempt for highlighting their existing status and contribution in the national economy. Kumuda Ranjan's study (1993) on "Women and Modern Occupation in India" presents the emerging status of women in contemporary Indian Society at grass root level and enquiry into social origin and adjustment of women employed in different occupations. Sanjay Tiwari and Anshuja Tiwari (2007) commented that women are the nuclei of a nation and they are the real builders and moulders of a nation's destiny. Anil Kumar (2007) throws light to the fact that the problem of unemployment, regional imbalances, inequality in the distribution of income and wealth can be sorted out by providing training to the people of the country for self employment. Santha (2008) stated that any strategy aimed at economic development will be lop-sided without involving women who constitute half the world population

Methodology :

The primary data have been collected by conducting a survey among women entrepreneurs in Tamil Nadu using well structured questionnaire. The sample size of 374 was calculated by using formula $n = Z^2 * p * q * N / e^2 * (N-1) + Z^2 * p * q$ (Kothari.C.R., 2005) where n is the minimum sample size required. The 374 sample respondents were selected by using multi stage random sampling. The questionnaires were distributed to all 374 selected respondents in person by the researcher. After careful and repeated persuasion only 361 filled questionnaires were received and the remaining respondents did not respond. For the purpose of final analysis 350 questionnaires were used after rejecting some of the questionnaires which were not completed properly. The non response rate and rejection rate totally amounts to less than 10 percent (6.4 percent). The margin of error for the present sample size of 350 is 1.454 percent. The content validity of the questionnaire was verified by panel of experts from the fields of statistics, psychology, management, and commerce and investment consultancy. The criterion validity and construct validity have been tested using correlation analysis. The reliability of the survey instrument was tested using Cronbach Alpha method. The standardized item alpha was 0.6879 and the Hotelling's T-square was 909.2650 and probability was 0.0000. This shows that these statements are reliable and will produce desired result consistently.

Nature of Enterprise, Source of Capital and Return on Investment :

The women entrepreneurs may run the enterprises according to their capability in terms of finance, management, marketing and risk-taking ability. The nature of enterprises selected by them is

influenced by the scope of business, profitability and other aspects. The nature of enterprises may relate to Mushroom cultivation, Jasmine seedling, seaweed cultivation, seashell ornaments, Palm leaf products, Milk diary, Poultry farming, Dry Fish marketing and Food processing. The nature and number of enterprises are presented in Exhibit 1.

The dominant enterprises of women entrepreneurs relate to dry fish marketing, palm leaf products, coir products and sea shell ornaments which constitute 20.57 per cent, 16.29 per cent, 13.14 per cent and 11.17 per cent to the total respectively. The Jasmine seedling constitutes 10.86 per cent and the other enterprises are below 10 per cent.

Investment in the Enterprise :

Investment is essential for purchasing capital goods and also for working capital needs. The capital invested at the time of promotion is called the initial capital. But capital requirements grow, day by day as the business activities start growing. Usually, demand for goods, cost of raw-material and the like require additional investment to manage the enterprise. The investment made, as measured at the time of survey is classified as less than

Rs.10000, 10000 to 20000, 20000 to 30000, 30000 to 40000, 40000 to 50000 and 50000 and above.

Around 33 per cent of the enterprises had an investment of Rs.50000 and above at the time of survey, but only 3.43 per cent of the total enterprises had an investment of less than Rs.10000. The number of enterprises which had an investment of less than Rs.20000 constitute 10 per cent to the total whereas the remaining 90 per cent of the enterprises had invested more than Rs.20000.

Sources of Capital :

The sources of capital indicate from where the enterprises mobilized their capital. The source of capital determines the cost and profitability of the enterprise. In general, the enterprises may mobilize their capital from one or more sources. So, in the present study, the respondents are allowed to make multi-responses on the source of capital. The source of capital in the present study is classified as own/spouse friends and relatives, private money lenders, chit funds, commercial banks and Self-Help Groups. The respondents might have used more than one source

Exhibit 1: Nature of Enterprises of The Women Entrepreneurs

Sr. No.	Nature of Enterprises	Number of Respondents	Percentage of the Total
1.	Coir products	46	13.14
2.	Jasmine seedling	38	10.86
3.	Palm Leaf Products	57	16.29
4.	Sea shell ornaments	41	11.71
5.	Dry Fish Marketing	72	20.57
6.	Milk diary	18	5.14
7.	Poultry farming	24	6.86
8.	Seaweed cultivation	26	7.43
9.	Food processing	28	8.00
	Total	350	100.00

Exhibit 2: Investment and The Number of Enterprises

Sr. No.	Investment	Number of Enterprises	Percentage to the Total
1.	Less than 10000	12	3.43
2.	10000 – 20000	23	6.57
3.	20000 – 30000	36	10.29
4.	30000 – 40000	45	12.86
5.	40000 – 50000	119	34.00
6.	50000 and above	115	32.85
	Total	350	100.00

Exhibit 3 : Sources of Capital of The Entrepreneurs

Sr. No.	Source of Capital	Number of Enterprises	Percentage of the Total	Rank
1.	Own / Spouse	248	70.86	I
2.	Friends & Relatives	126	36.00	III
3.	Private Money Lenders	172	49.14	II
4.	Self-Help Groups	123	35.14	IV
5.	Commercial Banks	82	23.43	V
6.	Chit funds	62	17.71	VI

Exhibit 4 : Average Return on Investment and The Number of Entrepreneurs

Sr. No.	Return on Investment (in per cent)	Number of Entrepreneurs	Percentage to the Total
1.	Less than 5	68	19.43
2.	5 – 7	91	26.00
3.	7 – 10	75	21.44
4.	10 – 13	45	12.87
5.	13 – 16	56	16.00
6.	16 and above	15	4.29
	Total	350	100.00

Exhibit 3 reveals that the important source of capital among the women entrepreneurs are own / spouse, private money lenders and friends and relatives and self help groups, since the respective percentages to the total are 70.86, 49.14, 36.00 and 35.14 respectively. The least source of capital is chit funds.

Return on Investment :

The return on investment is the ratio between the return and investment in the enterprises. It is calculated by the annual return during the period of the year. The return on investment is a real indicator of the profitability of units. The information presented below is based on opinion given by the respondents.

Nearly 48 per cent of the total units earned a average return on investment of 5 to 10 per cent. The number of units earning a return on investment of above 16 per cent constitute 4.29 per cent to the total. The number of units earning a return on investment of above 10 per cent constitute 33.16 per cent. The average return on investment among the enterprises are 8.74 per cent whereas the standard deviation is 2.14. The number of enterprises above the average return on investment of 8.72 are 223 (rated as good performance) whereas the remaining 127 with lesser rate of return are rated as poor performers.

Enterprise Involvement among Women Entrepreneurs :

The quality of entrepreneurship would depend on the degree to which they are involved in managing their enterprises. Madhu Murthy.K (2003), points out that very often the enterprises started by the rural people are influenced by the decisions and desires of their family members. If these rural people involve themselves in various managerial decisions it would have a positive impact on their enterprises. Padaki (1994) mentioned the role of women in

running their enterprise. The involvement of women in managing the enterprises is influenced by their demographic and environmental factors.

The Enterprises Involvement Index is a tool developed by Padaki, comprising ten dimensions which consist of motivation, role in promotion, role in management, role in decision-making, time spent on unit-related work, perceived satisfaction in life, training, pride in being an entrepreneur, membership in professional bodies and future plans. The above said ten enterprise involvement variables are rated on a five-point scale among the entrepreneurs as 5,4,3,2 and 1 marks according to their nature of involvement. The sum of scores obtained by the women entrepreneurs from all ten variables and the related sum of maximum scores of all enterprises involvement variables are used to find out the Enterprise Involvement Index (EII).

$$\text{Enterprise Involvement Index (EII)} = \frac{\sum_{i=1}^n \text{EIS}_i}{\sum_{i=1}^n \text{MES}_i} \times 100 \dots\dots (4.1)$$

where,

EIS-Enterprise Involvement Score

MEIS-Maximum of Enterprise Involvement Score

i...n-Number of Enterprise Involvement variables.

Age and Enterprise Involvement :

The age of the respondents are classified as less than 25, 25-30, 30-35, 35-40 and 40 and above. The mean value of ten different enterprise variables is calculated for five different classifications of entrepreneurs according to their age. The 'F' statistic is also calculated for the purpose of identifying the significant difference among various classifications of entrepreneurs on the basis of age. The resulted mean and F statistic of enterprise involvement variables are shown in Exhibit 5.

The important aspects of enterprise involvement, among the entrepreneurs in the age group of less than 30, 30 to 40, 40 to 50 and 50 & above are managing various functions, major decisions, training and training again, since their mean scores are 4.11, 2.79, 3.11 and 3.83 respectively. The other aspects of enterprise involvement under the age of 30 are inspiration, pride in being an entrepreneur and training whereas among the entrepreneurs under the age of above 55, the aspects are help during setting up stage, satisfaction and major decision. The overall enterprise involvement is higher among the age group of less than 30 since the overall score is 3.3011 followed by the age group of above 55. The significant differences among the different age group of entrepreneurs are noticed in the case of enterprise involvement variables namely source of inspiration, help during setting upstage, major decisions, pride in being an entrepreneur, membership and future plans since the respective 'F' values are significant at 5 per cent level. Regarding the overall enterprise involvement, there is significant difference among the entrepreneurs under different age groups.

Education and Enterprise Involvement :

The entrepreneurs are classified on the basis of their education, school level, college level and Technical level. The enterprise

involvement among the above group of entrepreneurs is analysed with the help of the mean score on each enterprise involvement variable and its respective 'F' statistic. The resulted mean values and 'F' statistics are shown in Exhibit 6.

The highly involved aspects of enterprise involvement among the entrepreneurs who has the level of education at school level, college level and Technical level are satisfaction, pride in being an entrepreneur and help during setting up stage since the respective mean scores are 3.01, 2.26, and 2.22. The overall enterprise involvement is higher among college level since the mean score is 2.84. The increase in level of education among the entrepreneurs increases the level of enterprise involvement among them. The significant differences among the different educated entrepreneurs are seen as source of inspiration and enterprise involvement variables namely managing various functions, satisfaction and future plans.

Caste and Enterprise Involvement :

The association between caste and enterprise involvement among the entrepreneurs is seen with the help of the mean of each enterprise involvement variable and the 'F' statistic. The calculated mean of each enterprise involvement variable among different caste of entrepreneurs and their respective 'F' statistic are presented in Exhibit 7.

The significant inspired enterprise involvement variables among the scheduled caste/tribe and most backward class entrepreneurs are pride in being an entrepreneur and managing various functions whereas among the forward class and other entrepreneurs, these are managing various functions and pride in being an entrepreneur since the respective mean scores are higher than the other mean scores of the enterprise involvement variables. The overall involvement among the forward class entrepreneurs is greater than the other group of entrepreneurs

Exhibit 5: Association Between Age and Enterprise Involvement among The Entrepreneurs

		Group Mean					F Value
		Age of Respondents					
		Less than 30	30-40	40 – 50	50 and above		
1.	Source of Inspiration	3.72	2.96	2.71	2.813	.99*	
2.	Help during setting up stage	3.66	2.76	1.86	3.663	.64*	
3.	Managing various functions	4.11	3.46	3.42	2.931	.21	
4.	Major decisions	3.56	2.79	2.99	3.013	.46*	
5.	Time Spent on unit-related work	3.66	2.49	2.71	2.491	.21	
6.	Satisfaction	3.40	3.04	2.71	3.091	.51	
7.	Training	3.69	3.21	3.11	3.830	.99	
8.	Pride in being an Entrepreneur	3.69	3.06	3.41	2.923	.51*	
9.	Membership	1.66	3.01	2.81	2.453	.75*	
10.	Future Plans	3.28	2.19	2.28	2.113	.49*	
	Overall Involvement	3.30	2.80	2.80	2.933	.02*	

* Significant at 5 per cent level.

Exhibit 6: Association Between Education and Enterprise Involvement

		Group Mean			
		Level of Education			
		School Level	College Level	Technical Level	
1.	Source of Inspiration	4.11	4.09	1.89	3.26*
2.	Help during setting up stage	3.96	4.20	2.22	1.41
3.	Managing various functions	2.49	4.11	4.11	2.41*
4.	Major decisions	3.11	3.26	2.11	1.70
5.	Time Spent on unit related work	3.69	2.91	3.64	1.81
6.	Satisfaction	3.01	2.01	2.06	2.49*
7.	Training	2.85	3.47	1.89	1.24
8.	Pride in being an Entrepreneur	3.22	2.26	2.96	2.89
9.	Membership	1.77	2.45	2.99	1.09
10.	Future Plans	1.26	2.09	4.69	2.67*
	Overall Involvement	2.84	3.08	2.79	2.29*

* Significant at 5 percent level.

Exhibit 7: Association Between Caste And Enterprise Involvement

		Group Mean			
		Caste of the Respondents			
		Scheduled	Most Backward	Backward	
		Caste / Tribe	Class	Class	
1.	Source of Inspiration	2.19	2.46	3.87	3.65*
2.	Help during setting up stage	2.89	2.31	3.71	2.60*
3.	Managing various functions	3.81	3.96	4.91	3.09*
4.	Major decisions	3.06	3.06	3.81	1.56
5.	Time Spent on unit related work	2.35	3.46	3.46	1.79
6.	Satisfaction	2.44	3.65	3.05	1.89
7.	Training	2.57	3.42	2.01	1.40
8.	Pride in being an Entrepreneur	4.06	4.01	4.01	3.87*
9.	Membership	1.99	3.81	3.41	2.89*
10.	Future Plans	1.40	2.85	3.91	3.16*
	Overall Involvement	2.67	3.30	3.61	2.23

* Significant at 5 percent level.

since the mean value is 3.61. The significant differences among the class-wise entrepreneurs are seen in the enterprise variables namely source of inspiration, help during setting up stage, managing various functions, pride in being an entrepreneur, membership, future plans and overall involvement since the respective 'F' statistics are significant at 5 per cent level.

Marital Status and Enterprise Involvement :

The entrepreneurs are classified as unmarried, married and widow. The enterprise involvement among the above is analysed with the help of the mean score of each enterprise involvement variable and its related 'F' statistics. The resulting mean score of all enterprise involvement variables and the respective 'F' statistic are Shown in Exhibit 8.

The entrepreneurs under different marital status significantly differ in the case of source of inspiration, satisfaction, training and future plans since their 'F' statistics are significant at 5 per cent level. Regarding the unmarried entrepreneurs, the highly involved variables are major decisions, future plans and source of inspiration since their mean scores are 4.11, 4.06 and 3.75 respectively. The married entrepreneurs are showing involvement in source of inspiration, future plans and pride in being an entrepreneur since their mean scores are 4.26, 3.91 and 3.91 respectively. The overall enterprise involvement among different groups of entrepreneurs reveals that there is a higher involvement among the married entrepreneurs since their mean value is 3.62. Regarding the overall enterprise involvement, there is no significant difference among the entrepreneurs under different

marital status since 'F' statistic is not significant at 5 per cent level.

Family Size and Enterprise Involvement :

The family size of the entrepreneurs may influence the enterprise involvement. The association between family size and enterprise involvement is analysed with the help of mean scores of different aspects of enterprise involvement under different family size and the respective 'F' statistic. The family size of the entrepreneurs is classified as less than 3, 3 to 5, 5 and above. The mean values of enterprise involvement variables are separately calculated under different family sized entrepreneurs.

The entrepreneurs who have a family size of less than 3 have responded positively to pride in being an entrepreneurs and satisfaction since their mean scores are 5.21 and 4.61

Table 8 : Association Between Marital Status And Enterprise Involvement Among The Entrepreneurs

		Group Mean			
		Marital Status			
		Unmarried	Married	Widow	
1.	Source of Inspiration	3.75	4.26	2.81	2.81*
2.	Help during setting up stage	3.01	3.62	3.06	0.91
3.	Managing various functions	3.66	2.96	3.71	1.21*
4.	Major decisions	4.11	3.89	4.18	0.90
5.	Time Spent on unit related work	2.81	3.06	4.19	0.81
6.	Satisfaction	1.81	3.81	4.06	3.41*
7.	Training	1.89	3.89	3.61	2.96*
8.	Pride in being an Entrepreneur	2.10	3.91	2.89	1.45
9.	Membership	1.99	2.87	2.01	1.20
10.	Future Plans	4.06	3.91	1.06	3.85*
	Overall Involvement	2.82	3.62	3.16	1.96

Table 9 : Association Between Family Size and Enterprise Involvement Among The Entrepreneurs

		Group Mean			
		Family size of Respondents			
		Less than 3	3-5	5 and Above	
1.	Source of Inspiration	4.36	3.82	3.51	3.81*
2.	Help during setting up stage	3.65	3.81	2.46	0.97
3.	Managing various functions	3.11	4.62	3.27	1.56
4.	Major decisions	3.96	3.89	1.97	3.01*
5.	Time Spent on unit related work	3.96	2.09	3.24	1.89
6.	Satisfaction	4.61	4.21	2.09	2.66*
7.	Training	3.41	1.99	1.71	0.80
8.	Pride in being an Entrepreneur	5.21	4.22	4.06	0.39
9.	Membership	3.29	3.73	1.62	0.90
10.	Future Plans	4.06	4.61	3.62	2.49*
	Overall Involvement	3.96	3.70	2.75	1.34

* Significant at 5 percent level

respectively. The entrepreneurs who have a family size of 5 and above show much interest in pride in being an entrepreneur and membership since their mean scores are 4.06 and 1.62 respectively. The significant differences among the entrepreneurs under different family sizes are noticed in a few enterprise involvement aspects namely source of inspiration, major decisions, satisfaction and future plans, since their 'F' statistics are significant at 5 per cent level. The overall enterprise involvement is higher among the entrepreneurs who have a family size of less than 3 it is as 3.96. The increase in family size result in decrease the enterprise involvement among the entrepreneurs. But F statistic shows that there is no significant difference among the entrepreneurs who have different family size.

Occupational Background and Enterprise Involvement :

The entrepreneurs are classified according to their occupational background namely agricultural labourer, farmer, non-agricultural labourer, Government employee, private employee and micro entrepreneur. The entrepreneurs from different occupational background may differ in the degree of enterprise involvement. In order to analyse the association between occupational background of the entrepreneurs and their enterprise involvement, the mean score of each enterprise involvement variable is calculated for different occupational background entrepreneurs separately. The 'F' statistic is also computed to find the significant difference among the different group of entrepreneurs in different aspects of enterprise involvement.

The mean of overall enterprise involvement has increased from 1.74 among the entrepreneurs who have the background of agricultural labourer to 3.38 among the entrepreneurs who have the background of private employment. The mean of overall involvement in the case of micro entrepreneur is 3.01. The significant difference among the entrepreneurs from various

occupational background is identified in terms of overall enterprise involvement. The significant differences among the entrepreneurs from various occupational background are noticed in the case of enterprise involvement variables namely source of inspiration, major decisions, satisfaction and future plans since their 'F' statistics are significant at 5 per cent level.

Material Possession and Enterprise Involvement :

The association between material possession of the entrepreneurs and their enterprise involvement are studied with the help of mean and 'F' statistic. The entrepreneurs are grouped according to their material possession as NIL, less than Rs.50000, Rs.50000 to Rs.1 lakh, 1 to 2 lakhs and more than 2 lakhs. The mean of each enterprise involvement variable is computed among the entrepreneurs under different degree of material possession. The resulting mean and 'F' statistic of the enterprise involvement variables among different group of entrepreneurs according to material possession are shown in Exhibit 11.

The significant differences among the entrepreneurs belonging to different sizes of material possession are noticed in the enterprise involvement variables namely source of inspiration, membership and future plans since their 'F' statistics are significant at 5 per cent level. The mean of overall enterprise involvement has increased from 1.72 among the entrepreneurs without any material possession to 3.72 among the entrepreneurs with the material possession of above Rs. 2 lakhs. There is no significant difference identified among the entrepreneurs under different material possession regarding the overall enterprise involvement, since their 'F' statistic is not significant at 5 per cent level. The most involved aspects among the entrepreneurs with the highest and the lowest of material possession are major decision and help during setting up stage, since their mean values are 3.4916, and 4.2515 respectively.

Table 10 : Association Between Occupational Background and Enterprise Involvement Among Entrepreneurs

		Group Mean of Occupational Background					Micro Entrepreneurs
		Agricultural Labourer	Farmer	Non Agricultural Labourer	Government Employee	Private Employee	
1.	Source of Inspiration	1.32	3.06	2.11	1.26	3.71	4.203.70*
2.	Help during setting up stage	1.87	1.96	3.16	1.76	3.22	3.221.04
3.	Managing various functions	2.83	3.06	2.96	1.96	2.81	1.711.26
4.	Major decisions	3.16	3.24	4.21	3.41	3.61	3.151.70
5.	Time Spent on unit related work	4.11	3.10	2.81	2.96	3.01	3.611.85
6.	Satisfaction	3.01	3.02	2.08	2.11	2.90	3.063.46*
7.	Training	3.01	2.85	3.15	2.16	2.71	2.161.26
8.	Pride in being an Entrepreneur	2.01	3.97	3.89	3.15	2.41	1.892.96*
9.	Membership	1.99	1.77	2.17	3.41	3.86	2.161.19
10.	Future Plans	1.09	1.26	2.49	3.09	3.26	3.292.69
	Overall Involvement	2.44	2.73	2.90	2.31	3.15	2.732.29*

* Significant at 5 per cent level.

Family Income and Enterprise Involvement :

The family income of the entrepreneurs may support them to enrich their involvement. Higher family income would motivate the entrepreneurs to take more risks in business and also mould their personality. The family income in the present study is grouped as less than 1000, Rs.1000-2000, Rs.2001-3000, Rs.3001-4000, Rs.4001-5000 and Rs.5000 and above

The significant difference exist among the entrepreneurs belonging to various family income in setting up stage, time spent on unit-related work and training since their 'F' statistics are significant at 5 per cent level. The overall involvement among the entrepreneurs had increased from the lesser family income group

to high family income group. There are significant differences among the entrepreneurs belonging to different family income groups regarding the enterprise involvement.

Personality and Enterprise Involvement :

The personality of the entrepreneurs is measured with the help of fourteen personality variables. The personality index is derived from the score of the personality variables. The personality index is classified into less than 20, 20 to 40, 41 to 60, 61 to 80 and 80 and above. In order to analyse the significant difference among the different personalities, the mean value of each enterprise involvement variable and the overall involvement are calculated with their 'F' statistic.

Table 11: Association between Material Possession and Enterprise Involvement among the Entrepreneurs

		Group Mean of Material Possession					
		Nil	Less than Rs.50,000	Rs.50,000 to 1 lakh	Rs.1 to 2 lakh	More than Rs.2 lakh	
1.	Source of Inspiration	1.02	1.96	2.35	3.09	3.61	3.08*
2.	Help during setting up stage	3.29	3.86	3.66	3.51	4.25	1.85
3.	Managing various functions	2.29	4.25	2.28	3.66	3.61	1.79
4.	Major decisions	3.49	4.16	3.43	4.24	4.21	0.99
5.	Time Spent on unit related work	3.09	2.70	3.66	3.21	3.40	1.30
6.	Satisfaction	2.96	3.43	3.08	3.16	3.49	1.41
7.	Training	2.02	3.96	2.90	2.40	3.10	1.60
8.	Pride in being an Entrepreneur	3.21	4.15	2.85	2.65	3.15	1.11
9.	Membership	0.10	1.30	2.73	2.61	4.25	2.49*
10.	Future Plans	0.98	1.66	2.09	2.69	4.15	3.91*
	Overall Involvement	2.24	3.09	2.90	3.12	3.72	1.72

* Significant at 5 per cent level.

Table 12: Association Between Family Income and Enterprise Involvement Among Entrepreneurs

		Group Mean of Family Income						
		Less than Rs.1000	Rs.1000 to 2000	Rs.2001 to 3000	Rs.3001 to 4000	Rs.4001 to 5000	5000 and Above	
1.	Source of Inspiration	3.21	3.48	3.16	4.01	4.211	3.61	1.89
2.	Help during setting up stage	1.81	3.96	2.61	3.61	3.651	3.61	2.65*
3.	Managing various functions	1.43	2.87	3.96	2.96	2.812	2.64	1.85
4.	Major decisions	3.63	2.61	3.21	3.61	4.151	3.96	1.75
5.	Time Spent on unit related work	1.82	1.96	2.14	2.91	3.602	3.90	2.40*
6.	Satisfaction	3.31	2.69	3.06	3.65	2.941	3.07	1.64
7.	Training	1.45	1.82	2.43	2.64	3.122	3.94	2.60*
8.	Pride in being an Entrepreneur	3.65	3.99	3.24	3.16	2.411	3.78	0.96
9.	Membership	1.09	1.41	1.19	2.24	3.211	2.91	1.45
10.	Future Plans	3.16	2.65	3.21	3.16	2.615	3.15	1.59
	Overall Involvement	2.45	2.74	2.83	3.19	3.273	3.46	3.40*

* Significant at 5 per cent level.

The entrepreneurs with different personality indices significantly differ regarding all aspects of enterprise involvement except time spent in unit-related work, satisfaction and training. The overall involvement had increased from 2.08 among the entrepreneurs who have the personality index of less than 20 to 3.33 among the entrepreneurs who have the personality index of 80 and above. The significant 'F' statistic of 2.75 indicates that there is a significant difference among the entrepreneurs who have different personality indices regarding enterprise involvement.

Performance of Women Entrepreneurs and Enterprise Involvement :

The entrepreneurs are classified into good and poor performers on

the basis of their average return on investment at 8.72 per cent. The good performers are those who secured the percentage above the average return on investment (8.72 per cent) and the poor performers are those who below the percentage average return on investment. The enterprise involvement is highly essential for the performance of the enterprises and the performance also acts as a motivation to enterprise involvement among the entrepreneurs. There is a cyclical relationship between these two aspects.

The most involved enterprising aspects among the good and poor performers are future plans and membership since the mean scores are 3.8121 and 3.2115 respectively. The mean scores of

Table 13: Association Between Personality and Enterprise Involvement Among The Entrepreneurs

		Group Means					
		Less than 20	21 – 40	41 – 60	61 – 80	More than 80	
1.	Source of Inspiration	1.03	1.81	2.19	3.06	3.21	3.85*
2.	Help during setting up stage	3.16	2.49	2.61	2.60	2.46	0.96
3.	Managing various functions	2.61	1.19	2.61	2.96	3.36	1.99*
4.	Major decisions	0.87	2.21	1.45	2.61	3.91	3.30*
5.	Time Spent on unit-related work	1.25	1.15	2.41	2.65	2.40	1.30
6.	Satisfaction	3.16	3.19	2.40	3.61	3.16	1.15
7.	Training	2.21	1.09	2.96	3.11	2.90	1.40
8.	Pride in being an Entrepreneur	3.25	3.96	3.96	3.16	3.80	2.16*
9.	Membership	2.20	1.96	2.64	2.61	3.90	3.96*
10.	Future Plans	1.15	2.61	2.50	3.811	4.21	3.41*
	Overall Involvement	2.08	2.16	2.57	3.02	3.33	2.75*

Table 14: Enterprise Involvement Among The Entrepreneurs

		Average Score		
		Good Performer	Poor Performer	
1.	Source of Inspiration	3.12	1.96	2.70*
2.	Help during setting up stage	2.66	3.15	1.30*
3.	Managing various functions	3.31	1.79	2.01*
4.	Major decisions	2.81	1.99	1.51
5.	Time Spent on unit related work	3.45	2.66	1.80*
6.	Satisfaction	3.52	3.06	0.81
7.	Training	2.61	2.61	0.70
8.	Pride in being an Entrepreneur	3.62	2.06	1.71*
9.	Membership	3.60	3.21	0.51
10.	Future Plans	3.81	1.98	2.35*
	Overall Involvement	3.25	2.55	1.90*

* Significant at 5 per cent level.

overall involvement among them are 3.2536 and 2.5510 respectively. The significant difference among the good and poor performers are noticed in a few enterprise involvement variables namely source of inspiration, help during setting up stage, managing various functions, time spent on unit-related work, pride in being an entrepreneur and future plans, since their 'F' statistics are significant at 5 per cent level. The higher mean differences regarding the enterprise involvement among the good and poor performers are seen in source of inspiration and future plans, with the mean differences at 1.1614 and 1.8252 respectively. It reveals that the good performers have greater source of inspiration and are good in future plans whereas the poor performers are very weak in the above mentioned two aspects.

Enterprise Involvement Index :

The enterprise involvement index is prepared to estimate the overall performance of the entrepreneurs regarding their enterprise involvement. The Enterprise Involvement Index (EII) is calculated by using the formula (4.1)

In the present study, the EII is classified as less than 20 to 40, 40 to 60, 61 and 80 and 80 and above. The distribution of entrepreneurs regarding their enterprise involvement index is

shown in exhibit 15.

Around 28 per cent of the total entrepreneurs have an entrepreneur involvement index of 20-40, followed by 24.57 per cent of them with an EII of 40 to 60. The number of entrepreneurs who have more than 80 as EII constitute 8.57 per cent to the total. Among the good performers, the number of entrepreneurs who have an EII of less than 40 constitute 33.51 per cent whereas among the poor performer, these are 61.54 per cent to the respective total of 156 entrepreneurs. At the same time, the number of good performers who have an EII of above 60 constitute 35.05 per cent whereas among the poor performers, they constitute 22.44 per cent to the respective total.

Correlation Between Profile of The Entrepreneurs and Their Enterprise Involvement :

The correlation between the various profiles of the entrepreneurs and their enterprise involvement is analysed with the help of Karl Pearson co-efficient. The included profile variables are age, education, sex, caste, nature of family, marital status, family size, earning members per family, occupational background, material possession, monthly income, family income and personality traits. The scores on the above said variables along with EII of the entrepreneurs are taken into account. The correlations between

Exhibit 15: Distribution Of Entrepreneurs According to Enterprise Involvement Index (EII)

		Number of Respondents		
		Good Performer	Poor Performer	
1.	Less than 20	16	49	65
2.	20 – 40	49	47	96
3.	40 – 60	61	25	86
4.	60 – 80	47	26	73
5.	80 and above	21	9	30
	Total	194	156	350

Figure 1: Distribution of Entrepreneurs According to Enterprise Involvement Index

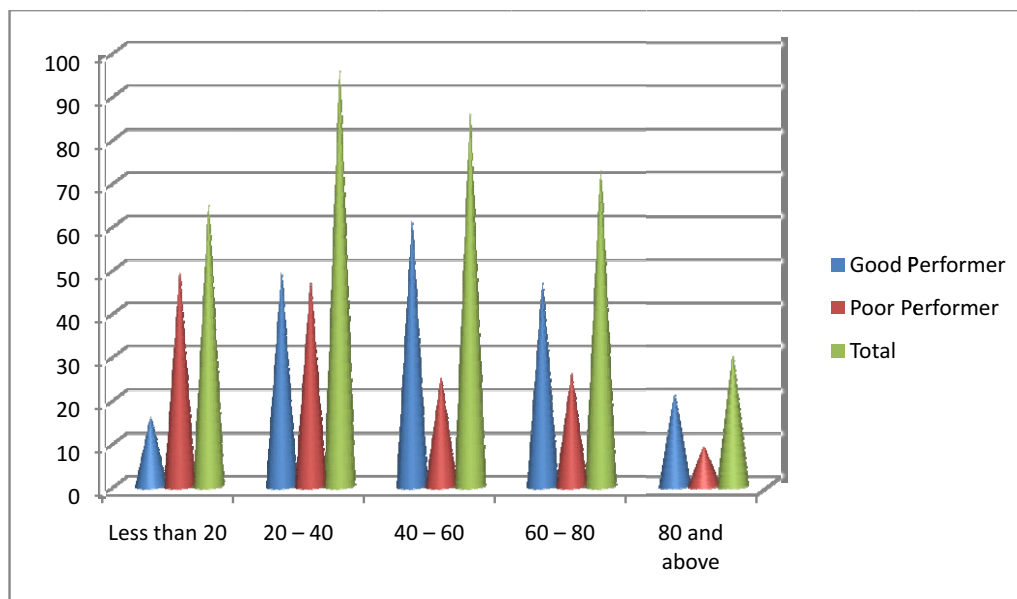


Exhibit 16: Correlation Between EII and Profile Variables

		Correlation Co-efficient		Pooled
		Good Performer	Poor Performer	
1.	Age	-0.4221*	-0.2292	-0.3273*
2.	Education	0.4609*	0.1099	0.2861*
3.	Sex	0.2016	0.2235*	0.2141
4.	Caste	0.1921	0.1605	0.1719
5.	Nature of Family	0.2116	0.1079	0.0879
6.	Marital Status	0.1082	-0.0981	-0.1921
7.	Family Size	-0.3216*	-0.2921*	-0.3141*
8.	Earning members per family	0.2931*	0.1831	0.2415*
9.	Occupational Background	0.3975*	0.2019	0.2815*
10.	Material Possession	0.1715	-0.1883	0.1123
11.	Monthly Income	0.1069	-0.0821	0.0491
12.	Family Income	0.3124*	0.2319*	0.2939*
13.	Personality Traits	0.4082*	0.3018*	0.2939*

* Significant at 5 per cent level.

these variables are calculated separately among the good and poor performers and also among total entrepreneurs. The calculated correlation co-efficients with their statistical significance are shown in Exhibit 16

The significant relationship between the profile variables and EII are noticed in the case of age, education, family-size, earning members per family, occupational background, family income and personality traits of the good performers since the related correlation co-efficients are significant at 5 per cent level. Among these correlation co-efficients, the age and family size only are negatively correlated with the EII. It shows that the increase in age and family size is related with a fall in enterprise involvement. Among the poor performers, the significantly correlated profile variables with the EII are sex, family size, family income and personality traits since the correlation co-efficients are significant at 5 per cent level. The correlation analysis for the pooled entrepreneurs reveals that there is a significant relationship between enterprise involvement and the profile variables namely age, education, family size, earning members per family, occupational background, family income and personality traits. Among the above said correlations, only the variables namely age and family size are negatively correlated.

Impact of Profile Variables on Enterprise Involvement :

The impact study is essential for some policy implications to enrich the enterprise involvement among the entrepreneurs. of independent (profile variables) and dependent variables (Enterprises Involvement Index) are included for the analysis. The multiple regression analysis is used to find out the impact of profile variables on enterprise involvement. The fitted regression model

$$Y = a_0 + a_1 X_1 + a_2 X_2 + a_3 X_3 + a_4 X_4 + a_5 X_5 + a_6 X_6 + a_7 X_7 + a_8 X_8 + a_9 X_9 + a_{10} X_{10} + a_{11} X_{11} + a_{12} X_{12} + u \dots (4.1)$$

Which is converted into log form

$$\log Y = b_0 + b_1 \log X_1 + b_2 \log X_2 + b_3 \log X_3 + b_4 \log X_4 + b_5 \log X_5 + b_6 \log X_6 + b_7 \log X_7 + b_8 \log X_8 + b_9 \log X_9 + b_{10} \log X_{10} + b_{11} \log X_{11} + b_{12} \log X_{12} + u$$

where Y-Entrepreneurship index of the respondents, X1-Age of the respondents, X2 -Education of the respondents, X3-Caste of the respondents, X4-Type of family of the respondents, X5-Marital status of the respondents, X6-Family size of the respondents, X7- Earning members per family of the respondents, X8-Occupational background of the respondents, X9-Material possession of the respondents, X10-Monthly income of the respondents, X11-Family income of the respondents, X12-Personality index of the respondents, b_0 – b_{12} regression co-efficients of the independent variables.

The regression analysis is carried out for good performers, poor performers and the total entrepreneurs. The resulted regression co-efficients of profile variables on enterprise involvement are shown in Exhibit 17.

The significantly influencing profile variables on enterprise involvement among the good performers are age, education, family size, earning members per family occupational background and personality traits. An additional percentage increase in education, earning members per family, occupational background, and personality traits of the good performers could increase the enterprise involvement by 0.17, 0.22, 0.29 and 0.31 per cent respectively. At the same time, one per cent increase in

Exhibit 17 : Impact of Profile Variables on EII

		Regression Co-efficient		
		Good Performer	Poor Performer	Pooled
1.	Age	-0.19*	-0.22*	-0.21*
2.	Education	0.17*	0.08	0.18*
3.	Caste	0.08	0.01	-0.04
4.	Nature of Family	-0.09	0.08	0.01
5.	Marital Status	-0.10	-0.12	-0.09
6.	Family Size	-0.22*	-0.31*	-0.25*
7.	Earning members per family	0.22*	0.10	0.15*
8.	Occupational Background	0.29*	0.10	0.22*
9.	Material Possession	0.13	-0.15*	0.10
10.	Monthly Income	0.08	0.09	0.07
11.	Family Income	0.15	0.16	0.13
12.	Personality Traits	0.31*	0.22*	0.25*
	Intercept	2.75	1.93	2.81
	R2	0.59	0.56	0.73
	F-Statistic	18.26	16.09*	18.21*

* Significant at 5 per cent level.

age and family size of the good performers lead to a decline in enterprise involvement by 0.19 and 0.22 per cent respectively.

Among the poor performers, the significantly influencing variables are age, sex, family-size, material possession and personality traits. The change in included independent variables explain the change in enterprise involvement among the poor performers to the extent of 56.45 per cent only. The remaining 43.55 per cent changes in enterprise involvement is explained by the changes in unknown variables in the analysis.

The regression analysis for the pooled data reveals that a one per cent increase in education, earning members per family, occupational background and personality traits of the entrepreneurs, their enterprise involvement could be increased by 0.18, 0.15, 0.22 and 0.25 per cent respectively. The one per cent increase in age and family size results in a decline of enterprise involvement by 0.21 and 0.25 per cent respectively. The coefficient of determination conveys that the changes in enterprise involvement explain the changes in independent variables to the extent of 73.49 per cent. The fitted regression model is viable since its 'F' statistic is significant at 5 per cent level.

Factors Discriminating The Good and Poor Performers :

The entrepreneurs are classified into good and poor performers on the basis of their mean return on investment. Discriminant analysis is performed to find out the most influencing variable which discriminates between good and bad performers among the entrepreneurs. Fourteen variables including the enterprise

involvement and profiles of entrepreneurs are considered for the analysis. Fisher's Discriminant Function Analysis test is applied. The Mahalanobis D2 statistic is calculated to measure the distance between two groups of entrepreneurs. The 'F' statistics is used if the two groups are different from each other. The resulting discriminant function co-efficients, mean difference of the discriminant variables and their relative importance in discriminant function are computed and shown in Exhibit 18.

The value of D2 and F ratio calculated are 2.62 and 16.93 respectively. The F ratio is significant at 5 per cent level. Hence the distance between good and poor performers is significant. This implies that thirteen, variables together were useful in discriminating good and poor performers. Among the mean differences obtained in fourteen variables, the significant differences were found in case of eleven variables.

The percentage of distance measured by important variables revealed that the first three ranks comprising enterprise involvement index, personality traits and education constituted 52.73, 20.53 and 14.78 per cent respectively. The individual contribution of the above said three variables are more than average distance in terms of discrimination as compared to other variables in discriminating good and poor performers.

The calculated Discriminant Score Z1 and Z2 for good and poor performers are 3.01 and 1.31. The critical value of discriminant score (Z) for these two groups is 2.13. Based on these scores, the discriminant function can be used to predict whether the an entrepreneurship is a poor or good performer. If the value of discriminant score of a given entrepreneurs was more than 2.13 it

Exhibit 18: Factors Discriminating Good and Poor Performers

Sr. No.	Variable	Mean Difference di	Discriminant Function co-efficient li	di X li	Percentage to the total
1.	Enterprise Involvement Index	3.93* (6.4121)	2.1421	8.4185	52.73
2.	Personality Traits	2.35* (9.351)	1.3961	3.2808	20.56
3.	Education	3.09* (8.493)	0.7636	2.3595	14.78
4.	Earning Members per family	2.08* (6.6121)	1.0072	2.0949	13.13
5.	Occupational Background	1.94* (8.015)	0.9324	1.8089	11.34
6.	Family Income	1.66* (6.3916)	0.3571	0.5928	3.72
7.	Material Possession	1.49 (0.825)	0.0096	0.0143	0.09
8.	Monthly Income	1.29* (5.339)	0.0007	0.0091	0.06
9.	Type of Family	0.42 (1.6911)	-0.0905	-0.0380	-0.24
10.	Marital Status	1.26* (3.243)	-0.3211	-0.4045	-0.03
11.	Caste	1.66* (4.921)	-0.3099	-0.5144	-0.03
12.	Family size	2.49* (7.853)	-0.2499	-0.6223	-0.04
13.	Age	2.09* (5.366)	-0.4969	-1.0385	-0.07

* Significant at 5 per cent level.

$D^2 = 2.6217$ $F = 16.9324$ * Figures in brackets are 't' values.

could be predicated that they would be good performers and less than 2.13 would indicate a tendency to be a poor performer.

Conclusion :

The study results shows that the major form of entrepreneurial activity is dry fish marketing and palm leaf products. The fund requirement for the entrepreneur is increasing. The main source of fund is own capital and borrowing from private lenders. The entrepreneurs are getting less than ten percent return for their investment. The entrepreneur involvement is varying from individual to individual. The demographic variables which are having impact on entrepreneurial involvement are age, education, caste, occupation, family income. The age is having influence on source of inspiration, help during setting up, major decisions, pride of being member, future plans. Entrepreneurs with less than 30 years of age have higher level of involvement in all variables except in membership. Like wise people with college level education have higher level of involvement. The people who are having higher level of employment are backward class people, married people and people who have family size three. The people who have worked in private jobs and having high level material possession have shown higher level of involvement in managing business. The psychological variable personality trait is also having impact on involvement. Around 27 percent of the entrepreneurs have 20 to 40 percent level of involvement and more than 58 percent of the women entrepreneurs have less than 50 percent level of involvement. The study result also shows that level of involvement is reflected in the performance. Therefore adequate measures such as training have to be given to motivate women to involve themselves more in managing business enterprise.

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