

# Entrepreneurial Climate In Establishing And Managing The Business By Women Entrepreneurs Of Different Financial Status

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## INTRODUCTION

The word '*climate*' usually refers to the atmospheric climate, which describes the weather conditions of a particular geographic area, and the climate is mostly different in different regions of the world. Similarly, each organization has its own climate, which defines the work culture present in it. The success of an organization depends on the interrelationship between management and the workforce and the conducive work culture present in it. It has been empirically proved in many organizations that conducive work climate, employee- centered climate and achievement oriented climate ultimately improves the performance of the organizations (Friedlander & Greenberg, 1971; Slocum, 1972).

Just as the success of an organization depends on its organizational climate (Uthayasuriyan, 2005), establishing and managing of an enterprise effectively depends on the entrepreneurial climate. The entrepreneurial climate refers to an environment that supports the development of entrepreneurial ventures. A successful entrepreneurial climate exists when opportunity (unique ideas and ownership of those ideas) connects with resources (people, capital and information) and results in successful startup ventures (<http://www.google.co.in/search: Entrepreneurial Climate>).

The entrepreneurial activity centers on human motivation. It triggers the desire to achieve, the urge to excel, the willingness to experiment, the courage to dream and think big and the attitude to question the existing beliefs. Entrepreneurial spirit is not gender specific. It is evenly spread across the population irrespective of caste, creed, gender and religion. The variation, if any, may be attributed to the variances in the socio- cultural context, political support and economic climate. The emergence of women entrepreneurs depends on religious, environmental, socio-economic and psychological factors. This is grouped under "*pull factors*" and "*push factors*". The pull factor refers to the urge in women to undertake a venture with an inclination to start a business. The push factor refers to women entering business driven by the need due to family circumstances (Anjaneya Swamy, 2004). The social stigma, male domination, obnoxious family traditions and norms and absence of economic freedom are the cultural barriers faced by women entrepreneurs, whatever may be their background.

An attempt has been made to understand the entrepreneurial climate perceived by the women entrepreneurs of Andhra Pradesh and the results are presented in this paper. This study was undertaken during the period from the year 2003-2008.

## OBJECTIVE

The main objective of the study is to understand the entrepreneurial climate in which women entrepreneurs establish and manage the enterprises.

## HYPOTHESIS

**The entrepreneurial climate faced by the women entrepreneurs in establishing and managing the enterprises depends on the financial status of the women entrepreneurs.**

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## SAMPLE

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 present research has been carried out in all the districts of three regions of Andhra Pradesh namely Rayalaseema, Sarkar and Telengana. The details regarding the number of entrepreneurs contacted in each district and the responses received are presented in Exhibit 1.

**Exhibit 1: Distribution Of Sample Respondents In Andhra Pradesh**

Region	S. No.	District	Total Number Of Women Entrepreneurs Contacted	Number Of The Women Entrepreneurs Responded (sample Size)
RAYALASEEMA	1	Anantapur	39	12
	2	Kurnool	80	25
	3	Kadapa	66	10
	4	Chittoor	95	20
	5	Nellore	105	23
		<b>Total</b>	<b>385</b>	<b>90</b>
SARKAR	6	Prakasam	190	30
	7	Guntur	20	5
	8	Krishna	20	5
	9	West Godavari	20	4
	10	East Godavari	20	6
	11	Visakhapatnam	66	18
	12	Vizianagaram	18	5
	13	Srikakulam	22	7
		<b>Total</b>	<b>376</b>	<b>80</b>
TELANGANA	14	Adilabad	17	3
	15	Nizamabad	24	6
	16	Karimnagar	24	6
	17	Medak	15	6
	18	Warangal	29	6
	19	Ranga Reddy	24	9
	20	Hyderabad	64	26
	21	Nalgonda	33	7
	22	Khammam	24	5
	23	Mahaboob Nagar	38	6
		<b>Total</b>	<b>292</b>	<b>80</b>
<b>ANDHRA PRADESH</b>		<b>GRAND TOTAL</b>	<b>1053</b>	<b>250</b>

Source : Primary Data

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 were received. Out of these, 15 were rejected in view of incomplete response to the questionnaire. The sample size taken for analysis were 250 respondents spread over-all districts of Andhra Pradesh. These respondents are categorized into three groups based on investment made - namely Low Investment Group (LIG), Medium Investment Group (MIG) and High Investment Group (HIG); the investment

respectively being in the range  $\leq ₹ 5.0$  lakh,  $> ₹ 5.0$  lakh but  $\leq ₹ 10.0$  lakh and  $> ₹ 10.0$  lakh. Out of 250, based on investment, the respondents were 69, 83 and 98 women entrepreneurs respectively in LIG, MIG and HIG.

## METHODOLOGY

The study mainly aims at understanding the entrepreneurial climate as perceived by women entrepreneurs in establishing and managing the enterprises from the point of view of five climatic dimensions namely **(1)** Reasons for Establishing own Business (REB) **(2)** Experience in Developing an Idea before Establishing the Business (EDIEB) **(3)** Obstacles being faced in Managing the Business (OMB) **(4)** Managerial, Social and Financial Barriers faced in Establishing and Managing the Business (MSFBEMB) and **(5)** Cultural Barriers faced in Managing the Business (CBMB).

A specially designed questionnaire was adopted to measure the women entrepreneurs' perception of the entrepreneurial climate. This questionnaire has been formulated based on the questionnaire that has been used by **Dhameja (Dhameja, 2002)** and also the factors stressed by **Ganesan (Ganesan, 2003)** in his studies on the status of women entrepreneurs in Tamil Nadu. The respondents were asked to respond to the six statements under each dimension using Likert type 5-points scoring system ranging from Strongly Agree (5) to Strongly Disagree (1).

The reliability of the Questionnaire was tested in terms of its two major characteristics:

- (i) To verify the inter-item consistency among the five climatic dimensions, since analysis is based on aggregate data.
- (ii) To verify whether the six statements used to measure each dimension belong to that dimension, rather than to any other.

The inter-correlation matrix for each of the five dimensions of the entrepreneurial climate (evaluated using SPSS applied to the data of the total score of each dimension given by the 250 women entrepreneurs) is presented in the **Table 1**. All correlations presented in **Table 1** are positive and statistically significant at 0.01 levels. This indicates that there is a reasonable inter-item agreement among individuals' scores for the five dimensions of entrepreneurial climate. Hence, aggregating the scores across the dimensions is justified.

**Table 1: Inter-Correlation Matrix For Each Of The Five Dimensions of Entrepreneurial Climate**

	D <sub>1</sub>	D <sub>2</sub>	D <sub>3</sub>	D <sub>4</sub>	D <sub>5</sub>
D <sub>1</sub>	1.0000				
D <sub>2</sub>	0.2279	1.0000			
D <sub>3</sub>	0.1098	0.6140	1.0000		
D <sub>4</sub>	0.1590	0.4660	0.4568	1.0000	
D <sub>5</sub>	0.2041	0.5651	0.5882	0.5348	1.0000

Source: Primary Data

D<sub>1</sub>-----Reasons for Establishing their own Business (REB)

D<sub>2</sub>-----Experience in Developing an idea before Establishing the Business (EDIEB)

D<sub>3</sub>-----Obstacles being faced in Managing the Business (OMB)

D<sub>4</sub>-----Managerial, Social and Financial Barriers faced in Establishing and Managing the Business (MSFBEMB)

D<sub>5</sub>-----Cultural Barriers faced in Managing the Business (CBMB)

\* All correlation coefficients reported above are positive and statistically significant at 0.01 level of significance.

The item to total correlation coefficients between each item scores and scores for each of the five dimensions of entrepreneurial climate (evaluated using SPSS) are presented in **Table 2**. An examination of the data presented in **Table 2** indicates that the item-to-total correlations placed within diagonal boxes (bold figures) are higher than any of its correlations outside the box. This shows that each statement really belongs to the dimension in which it is included. Hence, the responses to statements pertaining to the five dimensions of entrepreneurial climate are internally consistent and reliable.

## PERCEPTION OF ENTREPRENEURIAL CLIMATIC (EC) DIMENSIONS

An overview of respondents' perception scores categorized as Low Investment Group, Medium Investment Group

**Table 2: Item To Total Correlation Coefficients Between Each Item Score And Score For Each Of The Five Dimensions Of Entrepreneurial Climate ( N = 250)**

S.NO (item)	D <sub>1</sub>	D <sub>2</sub>	D <sub>3</sub>	D <sub>4</sub>	D <sub>5</sub>
1a	<b>0.343</b>	0.162	0.052	-0.032	0.040
1b	<b>0.581</b>	0.094	0.095	0.0167	0.141
1c	<b>0.448</b>	0.031	-0.023	-0.029	-0.027
1d	<b>0.281</b>	-0.032	-0.100	0.000	-0.047
1e	<b>0.519</b>	0.088	-0.071	-0.016	0.023
1f	<b>0.745</b>	0.238	0.211	0.235	0.297
2a	0.154	<b>0.645</b>	0.372	0.268	0.321
2b	0.134	<b>0.700</b>	0.436	0.409	0.390
2c	0.120	<b>0.678</b>	0.459	0.348	0.374
2d	0.194	<b>0.648</b>	0.411	0.370	0.462
2e	0.180	<b>0.593</b>	0.262	0.187	0.267
2f	0.116	<b>0.642</b>	0.443	0.234	0.391
3a	-0.097	0.152	<b>0.502</b>	0.010	0.098
3b	-0.032	0.451	<b>0.647</b>	0.335	0.460
3c	0.258	0.441	<b>0.611</b>	0.403	0.402
3d	0.108	0.409	<b>0.588</b>	0.219	0.465
3e	0.033	0.323	<b>0.623</b>	0.246	0.320
3f	0.170	0.470	<b>0.593</b>	0.481	0.436
4a	-0.012	0.037	0.112	<b>0.645</b>	0.110
4b	0.124	0.217	0.192	<b>0.523</b>	0.288
4c	0.194	0.509	0.516	<b>0.672</b>	0.490
4d	0.222	0.506	0.399	<b>0.670</b>	0.473
4e	0.083	0.425	0.390	<b>0.679</b>	0.468
4f	0.144	0.398	0.344	<b>0.598</b>	0.506
5a	0.086	0.371	0.359	0.444	<b>0.697</b>
5b	0.179	0.408	0.428	0.376	<b>0.615</b>
5c	0.063	0.348	0.433	0.365	<b>0.686</b>
5d	0.215	0.402	0.337	0.324	<b>0.586</b>
5e	0.137	0.468	0.491	0.313	<b>0.704</b>
5f	0.122	0.203	0.249	0.244	<b>0.598</b>

Source: Primary Data

and High Investment Group is presented in **Table 3**.

An examination of the data presented in the Table 3 indicates that in each of these groups, a majority of the respondents perceived the entrepreneurial climate as reasonably good; where moderate scores were given by a majority of the women entrepreneurs for each of the entrepreneurial climatic dimensions. The overall climate moderate score percentages of LIG, MIG and HIG entrepreneurs are 58.0, 62.7 and 64.3 respectively, and all the entrepreneurs put together (ALL), the moderate score percentage is 62. This indicates that the entrepreneurial climate appears to be better for HIG entrepreneurs as compared LIG entrepreneurs. This is understandable in view of the fact that the high investment group has the potential to manage the climate favorable to them, that is, in getting loans from funding agencies, accessibility for higher education, family freedom and support from various corners.

As can be seen from **Table 3** the perception scores of LIG, MIG and HIG entrepreneurs are in line with the total scores. The overview of respondents' perception scores shows that all the dimensions of entrepreneurial climate did not receive equal attention. The dimension "*Obstacles being faced in Managing the Business*" (OMB) was perceived as

the most-looked-after factor followed by “Reasons for Establishing own Business” (REB). At the other extreme, the dimension “Cultural Barriers faced in Managing the Business” (CMB) was perceived as the least-looked after factor followed by “Experience in Developing an Idea before Establishing the Business” (EDIEB) and “Managerial, Social and Financial Barriers faced in Establishing and Managing the Business” (MSFBEMB). From the **Table 3**, one can see that the most looked after factor and as well the least looked after factor of entrepreneurial climate by different groups of entrepreneurs are not the same. This can be noticed from the frequencies of medium scores of each dimension, by different categories of entrepreneurs. The most looked after entrepreneurial climatic dimension indicated by the highest value of the moderate scores of the dimensions by LIG, MIG and HIG women entrepreneurs respectively are D<sub>4</sub> (MSFBEMB), D<sub>1</sub> (REB) and D<sub>2</sub>/D<sub>3</sub> (EDIEB/OMB). The least looked after entrepreneurial climatic dimension indicated by the lowest value of the moderate scores of the dimensions by LIG, MIG and HIG entrepreneurs respectively are D<sub>2</sub> (EDIEB), D<sub>2</sub> (EDIEB) and D<sub>3</sub> (CBMB).

**Table 3: Entrepreneurial Climate: An Overview of Respondents' Perception Scores Categorized as Low Investment, Medium Investment and High Investment Groups**

S. No	EC Dimension	(N=69) LIG			(N=83) MIG			HIG (N=90)			ALL (N=250)		
		L	M	H	L	M	H	L	M	H	L	M	H
1	D <sub>1</sub> (REB)	7	41	21	10	57	16	15	60	23	32	158	60
2	D <sub>2</sub> (EDIEB)	17	37	15	31	44	8	29	69	0	77	150	23
3	D <sub>3</sub> (OMB)	21	39	9	25	55	3	29	69	0	75	163	12
4	D <sub>4</sub> (MSFBEMB)	13	42	14	19	52	12	37	61	0	69	155	26
5	D <sub>5</sub> (CBMB)	22	40	7	23	53	7	43	55	0	88	148	14
	<b>Overall climate</b>	<b>16</b>	<b>40</b>	<b>13</b>	<b>22</b>	<b>52</b>	<b>9</b>	<b>30</b>	<b>63</b>	<b>5</b>	<b>68</b>	<b>155</b>	<b>27</b>

L - Low Scores..... Scores ≤ 21

M - Moderate Scores ..... Scores > 21, ≤ 27

H -High Scores ..... Scores > 27

Data shown in parentheses are in percentages.

Source: Primary Data

The difference in perception about entrepreneurial climatic dimensions among LIG, MIG and HIG entrepreneurs have been examined using one way ANOVA statistical test. The calculated F-factors are presented in the **Table 4**. The  $F_{obs} < F_{tab}$  in all the three cases indicates that there is no difference among the average scores of EC dimensions among LIG, MIG and HIG entrepreneurs. This shows that there is a consensus among the groups LIG, MIG and HIG in their perception about the entrepreneurial climatic dimensions for establishing and managing the enterprises.

**Table 4: Difference In Perception About EC Dimensions Among LIG, MIG and HIG Entrepreneurs**

**H<sub>0</sub>: There are no differences among the average scores of EC dimensions among LIG, MIG and HIG entrepreneurs.**

**H<sub>1</sub>: There are differences among the average scores of EC dimensions among LIG, MIG and HIG entrepreneurs.**

**Statistical test used: One-way ANOVA**

S. No	EC Dimension	F <sub>obs</sub>	(F <sub>tab</sub> ) <sub>2,6</sub>	Significance Level	Hypothesis accepted
1	D <sub>1</sub> (REB)	0.1381	5.14	0.05	H <sub>0</sub>
2	D <sub>2</sub> (EDIEB)	0.1251	5.14	0.05	H <sub>0</sub>
3	D <sub>3</sub> (OMB)	0.0997	5.14	0.05	H <sub>0</sub>
4	D <sub>4</sub> (MSFBEMB)	0.0394	5.14	0.05	H <sub>0</sub>
5	D <sub>5</sub> (CBMB)	0.1271	5.14	0.05	H <sub>0</sub>

Source: Primary Data

## RANKING OF ENTREPRENEURIAL CLIMATIC (EC) DIMENSIONS

The scores of each entrepreneur on each dimension can be converted into ranks. This gives an idea about how the entrepreneurs rank the dimensions of EC. The scores of two entrepreneurs on the five dimensions of EC may differ, but they could rank the dimensions in a similar way. Hence, analysis based on ranks may help in identifying the dimensions for which the ranking is similar or dissimilar among the different groups of women entrepreneurs. An overview of respondents ranking of EC dimension categorized as LIG, MIG and HIG along with ALL entrepreneurs is presented in **Table 5**. Except the dimension  $D_1$  (REB), there is a significant difference in ranking the other dimensions by different groups of women entrepreneurs. That is the dimension “*Reason for establishing own business*”, which forms an important entrepreneurial climatic dimension, irrespective of the group to which the woman entrepreneur belongs. Indeed, this dimension is the nucleus of the entrepreneurial venture. Once this dimension turns out to be favorable, the enterprise emerges.

**Table 5: Entrepreneurial Climate: An Overview of Respondents' Ranking of EC Dimensions Categorized As LIG, MIG and HIG Entrepreneurs**

EC Dimension	LIG (N=69)					MIG (N=83)					HIG (N=98)					ALL (N=250)				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
$D_1$ (REB)	33	6	10	12	8	34	19	11	10	9	59	14	8	9	8	126	39	29	31	25
$D_2$ (EDIEB)	18	14	9	17	11	7	14	14	15	33	11	36	25	17	9	36	64	48	49	53
$D_3$ (OMB)	4	17	9	16	23	9	9	23	22	20	2	14	22	32	28	15	40	54	70	71
$D_4$ (MSFBEMB)	9	16	26	8	10	19	20	17	20	7	5	21	28	12	32	33	57	71	40	49
$D_5$ (CBMB)	6	17	13	16	17	14	22	15	18	14	21	13	16	27	21	41	52	44	61	52

Figures in the cells indicate the number of respondents 1, 2, 3, 4, and 5 are ranks.

Source: Primary Data

The overall view of the entrepreneurs (ALL) regarding the entrepreneurial climatic dimensions is that they rank the dimensions in the order  $D_1$  (REB),  $D_2$  (EDIEB),  $D_4$  (MSFBEMB),  $D_5$  (CBMB) and  $D_3$  (OMB). The EC dimension “*Obstacles being faced in managing the business*” is ranked last, which indicates that the entrepreneurs confidently take this dimension as a challenge to overcome and successfully manage the enterprise. This is a fact that obstacles do come in any venture, but the progress will not stop due to obstacles. Problems due to workforce, availability of equipment and raw materials, financial requirements, etc., may be the obstacles. These obstacles can be overcome and there is no problem in the establishment and management of the enterprise. The basic problem is with respect to the reasons for establishing the enterprise and if these are strongly based, an enterprise comes into existence as a result of successful management of the other entrepreneurial climatic dimensions.

One-way ANOVA technique has been applied to test whether there are any differences in ranking the various EC dimensions by different categories of women entrepreneurs. The F-values observed for EC dimensions are presented in **Table 6**. As can be seen from this table, the  $F_{obs} < F_{tab}$  at 0.05 level of significance for the three groups of entrepreneurs, for all the five EC dimensions. This data indicates that there is no significant difference in ranking of EC dimensions among LIG, MIG and HIG entrepreneurs.

**Table 6: Difference In Ranking of Various Dimensions Among LIG, MIG and HIG Entrepreneurs**

$H_0$ : There are no differences in ranking of EC dimensions among LIG, MIG and HIG entrepreneurs.

$H_1$ : There are differences in ranking of EC dimensions among LIG, MIG and HIG entrepreneurs.

Statistical Test Used: One - Way ANOVA

S. No	EC Dimension	$F_{obs}$	$(F_{tab})_{2,12}$	Significance level	Hypothesis Accepted
1	$D_1$ (REB)	0.1748	3.89	0.05	$H_0$
2	$D_2$ (EDIEB)	0.5444	3.89	0.05	$H_0$
3	$D_3$ (OMB)	0.5134	3.89	0.05	$H_0$
4	$D_4$ (MSFBEMB)	0.5987	3.89	0.05	$H_0$
5	$D_5$ (CBMB)	2.0257	3.89	0.05	$H_0$

Source: Primary Data



## TESTING THE HYPOTHESES BASED ON PERCEPTION SCORES AND RANKING OF ENTREPRENEURIAL CLIMATIC DIMENSIONS

$H_0$ : The entrepreneurial climate faced by the women entrepreneurs in establishing and managing the enterprises depends on the financial status of the women entrepreneurs.

$H_1$ : The entrepreneurial climate faced by the women entrepreneurs in establishing and managing the enterprises does not depend on the financial status of the women entrepreneurs.

### ✿ Findings:

1. As can be seen from **Table 4**, application of one way ANOVA test indicates that  $F_{obs} < F_{tab}$ , indicating that there are no differences in the average scores of entrepreneurial climatic dimensions among LIG, MIG and HIG entrepreneurs.

2. As can be seen from **Table 6**, application of one way ANOVA test indicates that  $F_{obs} < F_{tab}$ , indicating that there are no differences in ranking of entrepreneurial climatic dimensions among LIG, MIG and HIG entrepreneurs.

### ✿ Decision: $H_1$ is accepted.

✿ **Conclusion:** The entrepreneurial climate faced by the women entrepreneurs in establishing and managing the enterprises does not depend on the financial status (LIG, MIG, HIG) of the women entrepreneurs, since there is no differences in perception of entrepreneurial climatic dimensions and also, in ranking of the entrepreneurial climatic dimensions among these groups of women entrepreneurs, nothing of the sort was observed.

## FINDINGS AND CONCLUSIONS

In general, the EC seen by the women entrepreneurs is reasonably good, indicating that there exists a conducive environment for establishing and managing the enterprises by women in Andhra Pradesh. Based on perception scores, the overview is that the dimension, “*Obstacles being faced in managing the business*” was perceived as the most looked after factor and the dimension “*Cultural barriers faced in managing the business*” was the least looked after factor among the five EC dimensions.

Based on ranking of the EC dimensions, the overall view is that the dimension, “*Reasons for establishing own business*” was ranked 1, whereas, the dimension, “*Obstacles being faced in managing the business*” was ranked 5.

One way ANOVA statistical test indicates that there are no differences in perception, and as well in ranking the entrepreneurial climatic dimensions among LIG, MIG, and HIG entrepreneurs. This indicates that the entrepreneurial climate existing in Andhra Pradesh is of the similar nature, irrespective of the economic status. What is required is the motivation to start an enterprise and survival of it becomes a natural phenomenon. Capital can be raised from self as well as from funding agencies, necessary training can be obtained from training institutions and workforce and material can be obtained from anywhere.

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