

## ANALYZING ORGANIZATIONAL MANAGEMENT PRACTICES AMONG WOMEN ENTREPRENEURS IN MAHARASHTRA: AN ASSESSMENT WITH EMPIRICAL INSIGHTS

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### Abstract

*Women entrepreneurs play a crucial role in Maharashtra's economic landscape, contributing significantly to employment generation and innovation across various sectors. This study examines the organizational management practices adopted by women entrepreneurs in Maharashtra, leveraging secondary data sources to provide an empirical assessment. The research includes an analysis of the number of women entrepreneurs in the state, their sector-wise distribution, and the challenges they face in business operations. The study also explores the impact of effective management practices on business growth and sustainability.*

**Keywords:** Women Entrepreneurs, Organizational Management, Maharashtra, Sector-wise Distribution, Business Growth

**1. Introduction** Entrepreneurship among women has gained momentum in Maharashtra, fueled by government initiatives, financial support, and changing societal norms. However, managing businesses effectively remains a critical challenge. This paper aims to analyze the organizational management practices of women entrepreneurs in Maharashtra using secondary data from government reports, industry surveys, and research studies.

**2. Literature Review** Previous studies have highlighted the significance of management practices in the success of women-led businesses. Key factors influencing women entrepreneurship include financial accessibility, market knowledge, technological adaptation, and leadership styles. Research also indicates sectoral preferences, with women entrepreneurs predominantly engaging in industries such as textiles, food processing, handicrafts, and services.

1. Fridah Muriungi Mwobobia, Botswana (Mar 2012) in his study "The Challenges Facing Small-Scale Women Entrepreneurs: A Case of Kenya" has stated the challenges that are faced by small scale women entrepreneurs in Kenya. According to the survey conducted by him there are 612,848 women in Micro and Small Enterprises (MSEs) in Kenya which accounts for 47.4 per cent of all those in MSEs. They face serious challenges such as poor access to justice, lack of education, multiple duties, problems with the city council, lack of finance, discrimination; etc. The study reinforced that women entrepreneur should be accepted and supported financially, legally and more capacity building should be made available.

2. Brenda K. Koech and Prof. Gregory S. Namusonge (Nov 2015) presented a paper titled "Factors influencing performance of women-owned

micro and small enterprises in Nairobi County in Kenya" (Nov 2015) which evaluated the factors having an influence on the performance of women owned micro and small enterprises in Nairobi County. The data collected for the study was of 30 women entrepreneurs from Kamukunji, Kibera, Gikomba and Kangemi markets Nairobi. The study discovered that motivations and goals have a major influence on performance of women owned MSE's. Management styles, individual characteristics, age, level of education and number of children influence performance. Women lack appropriate skills to endeavor into manufacturing business.

3. Dr. M Danabakyam and Swapna Kurian (2012) in their research paper titled "Women entrepreneurship in micro, small and Medium Enterprises (MSME) in Chennai City" (Oct 2012) recognized the industrial profile, the factors that motivate and contribute for the success of women entrepreneurs and also studied the relationship between industries related factors and success of entrepreneurs. A sample of 100 respondents was selected from in and around Chennai City by convenience sampling method. They highlighted that the key factor for the success of women entrepreneur is achievement motivation and human relation. The contribution of the women entrepreneurs by means of MSME to our national economy cannot be underscored.

4. Yogita Sharma (2013) in her research paper titled "Women Entrepreneur in India" (Dec 2013) has surveyed the major problems faced by Indian women entrepreneurs such as lack of education, social barriers, male dominated society, legal formalities, high cost of production, lack of self-confidence and limited managerial ability. The research highlights that how India being a male dominated economy, women are considered to depend on male economically and socially. But

women do have the latent and fortitude to setup, uphold and supervise their own business in a very efficient manner.

5. Dr. C. V. Vishwanatha Reddy in his research paper titled "Problems and Prospects of women entrepreneurship in India- An investigative study in Chittoor District of Andhra Pradesh" assessed the difficulties and scenarios of women entrepreneurship in Chittoor District of Andhra Pradesh with the aim to analyze the socio-economic profile, educational and family background of women entrepreneurs. Data was collected from 80 women entrepreneurs in the district. It was observed that majority of respondents have struggled due to financial problem followed by technical and marketing problems.

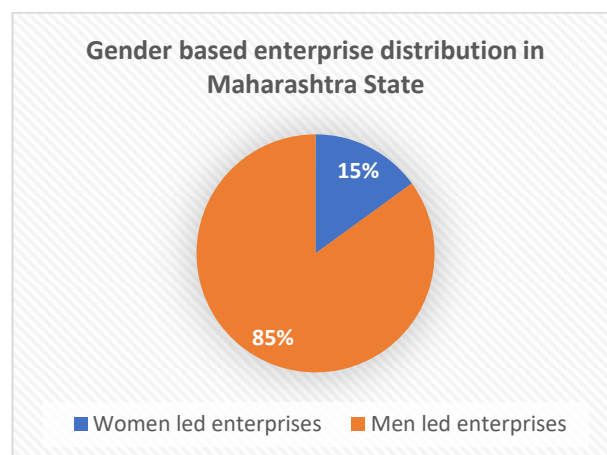
6. Catalina Radu, Bucharest Academy of Economic Studies in her research paper Managerial Practices of Increasing Organizational Performances in a Competitive Environment states that excellence in management is a must in today's competitive business environment. Business has become complex and global. Traditional management practices like: strategy planning, personnel organization, budget setting and problem solving on a daily basis are still essential. Yet the emphasis is shifting. More and more significance is being placed on the organizations ability to survive and to achieve performance in these turbulent times. Management practices must evolve and change to continue to meet the need of an organization. This paper examines the management practices required in today's companies, necessary for achieving good results in organizational performances.

7. Stefan Martin Jelinek - The Impact of Management Practices and Organizational Structure on Firm Performance, A Cross Country Empirical Analysis This paper brings a unique data set with more than 3500 management interviews to document and analyze the influence of management practices and organizational structure on firm performance (Bloom 2010). Furthermore, the role and impact of organizational change can be obtained and compared to a strand of literature. This paper relates to a number of strands in the literature. It builds on and extends the paper of Nick Bloom and John van Reenen (2007) "Measuring and explaining management practices across countries and industries." Furthermore, this paper is related to the paper of Marianne Bertrand and Antoinette Schoar (2003), "Managing with style: the effect of managers on firm policies" in which the effect of individual managers on firm performance is analyzed. This paper also builds on major organizational theories from Chandler, Lawrence and Lorsch and Picot.

**3. Methodology** The study relies on secondary data collected from reports by the Government of Maharashtra, MSME Ministry, National Sample Survey Organization (NSSO), and industry associations such as FICCI and CII. Data on the number of women entrepreneurs, sector-wise distribution, financial access, and management strategies are analyzed to provide insights into the prevailing business environment.

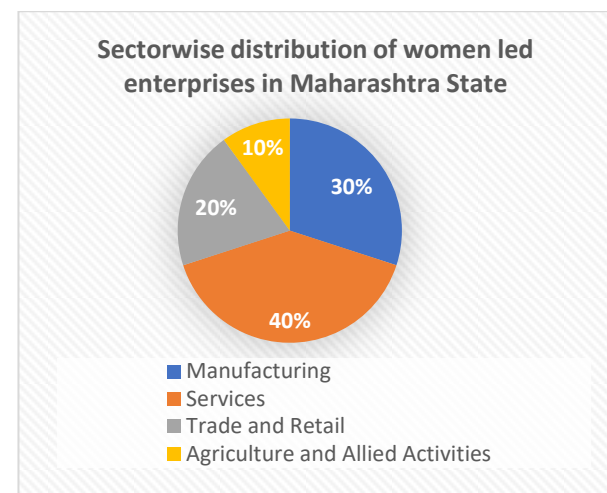
#### 4. Findings and Discussion

##### 4.1 Women Entrepreneurship in Maharashtra: Key Statistics



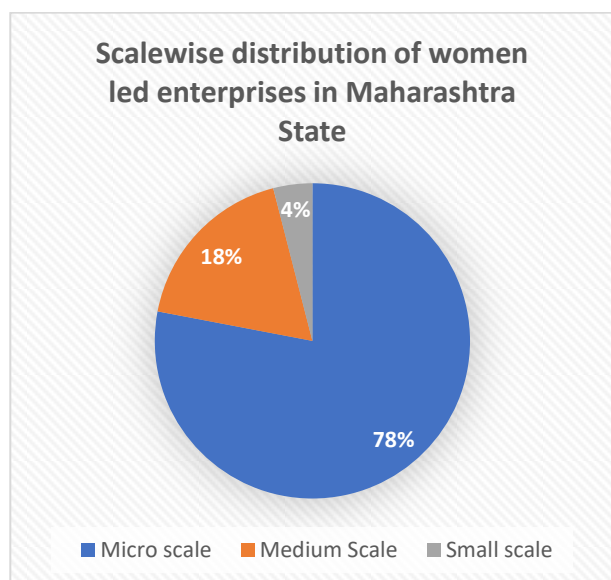
Source: MSME census – MSME annual report 2022 - 2023

- As per the latest MSME census, Maharashtra has approximately **1.25 million** women entrepreneurs, contributing **15%** to the state's total entrepreneurial base.



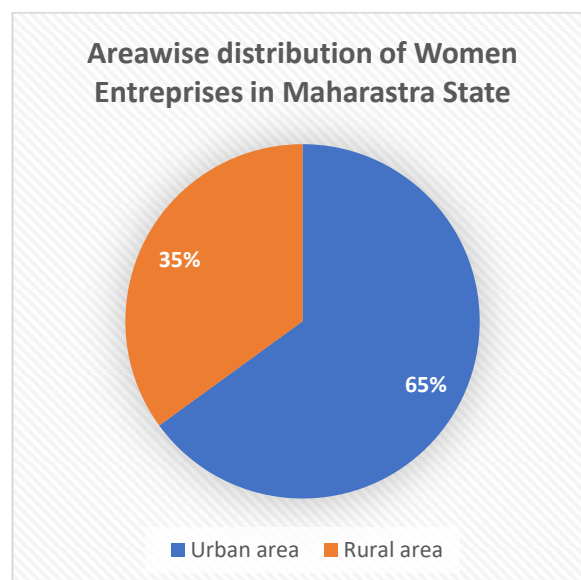
Source: MSME census – MSME annual report 2022 - 2023

- The distribution of women-led enterprises varies across sectors:
  - Manufacturing:** 30%
  - Services:** 40%
  - Trade and Retail:** 20%
  - Agriculture and Allied Activities:** 10%



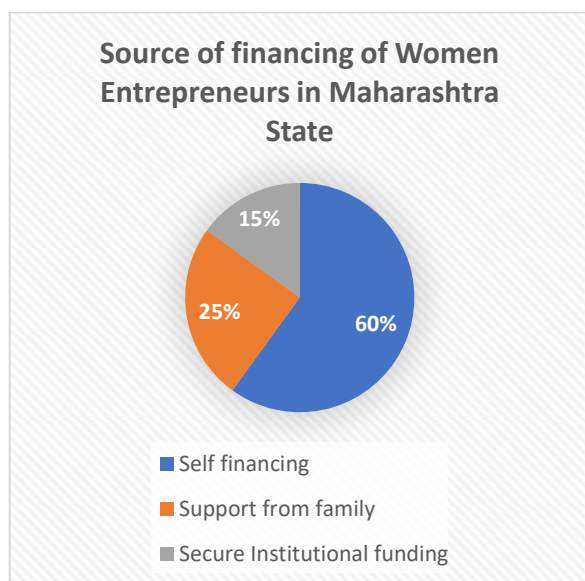
Source: MSME census – MSME annual report 2022 - 2023

- Around **78%** of women entrepreneurs operate in the micro-enterprise segment, while **18%** manage small enterprises and only **4%** run medium-scale businesses.



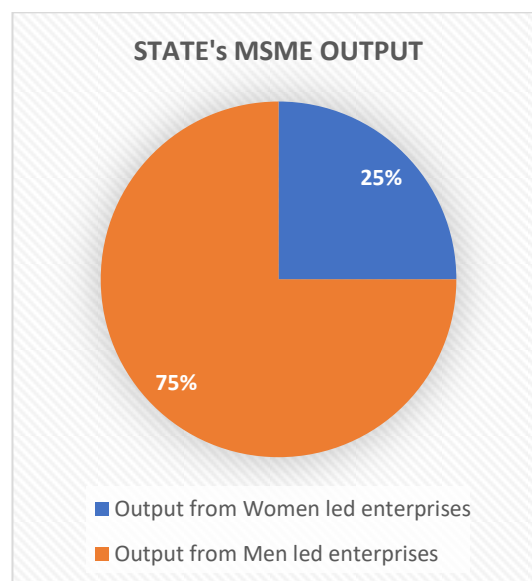
Source: MSME census – MSME annual report 2022 - 2023

- **65%** of women entrepreneurs are concentrated in urban areas, while **35%** operate in rural regions, showcasing a growing rural entrepreneurial presence.



Source: MSME census – MSME annual report 2022 - 2023

- Nearly **60%** of women entrepreneurs rely on self-financing, **25%** receive financial support from family, and **15%** secure institutional funding.



Source: MSME census – MSME annual report 2022 - 2023

- Women-led businesses in Maharashtra contribute nearly **25% of the state's total MSME output**, significantly impacting economic growth.

#### Other facts & figures related to women entrepreneurs in Maharashtra State

- Maharashtra has seen a **35% increase in women entrepreneurs over the past decade**, highlighting the rapid growth of female-led businesses.
- The **survival rate of women-led startups** in Maharashtra is **around 60%**, indicating higher

resilience compared to the national average of 50%.

- Maharashtra ranks among the top **three** states in India for women entrepreneurship, alongside Tamil Nadu and Karnataka.
- The workforce participation rate among women entrepreneurs is approximately **20% higher** than the national average.

#### 4.2 Organizational Management Practices

Women entrepreneurs in Maharashtra adopt various management strategies to navigate challenges and drive growth:

- **Financial Management:** Many women entrepreneurs rely on microfinance institutions and self-help groups (SHGs) for funding, given the limited access to formal banking channels.
- **Marketing Strategies:** Digital marketing and social media have emerged as vital tools for business promotion, especially for small-scale enterprises.
- **Technology Adoption:** Increasing digitalization has helped women entrepreneurs integrate e-commerce and automation in operations.
- **Workforce Management:** Women-led businesses often employ inclusive and flexible workforce policies, promoting gender diversity and work-life balance.

#### 4.3 Challenges Faced by Women Entrepreneurs

- **Limited Financial Access:** Despite policy initiatives, many women still struggle to secure adequate funding.
- **Regulatory Hurdles:** Complex licensing and compliance requirements pose barriers to business expansion.
- **Market Competition:** Women entrepreneurs face stiff competition from larger enterprises and male-dominated businesses.
- **Societal Constraints:** Traditional gender roles continue to impact decision-making and business operations.

**5. Conclusion and Recommendations** Women entrepreneurs in Maharashtra significantly contribute to economic development but face various challenges in business management. Effective organizational management practices, including digital transformation, financial literacy programs, and policy support, can enhance their business performance. The study recommends targeted interventions such as easier credit facilities, mentorship programs, and streamlined regulatory frameworks to foster women entrepreneurship in the state.

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