

MANAGEMENT PRACTICES AND ENTREPRENEURIAL RESILIENCE AMONG WOMEN TECHNOPRENEURS

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Abstract

The increasing participation of women in technology-driven enterprises has created new opportunities for innovation and economic growth. However, sustaining such ventures requires strong entrepreneurial resilience supported by effective management practices. The present study investigates the relationship between management practices, innovation capability, networking support, financial support, technological readiness, and entrepreneurial resilience among women technopreneurs. Data were obtained from 120 respondents through a structured questionnaire using a five-point Likert scale. Correlation analysis was applied to examine the relationships among the variables. The results indicate that management practices, innovation capability, and technological readiness demonstrate strong positive associations with entrepreneurial resilience. The findings suggest that women technopreneurs who adopt structured management systems and digital technologies are better equipped to overcome business challenges and sustain long-term growth.

Keywords: Women entrepreneurship, Technopreneurs, Entrepreneurial resilience, Innovation capability, Technology readiness

1. Introduction

Entrepreneurship has become one of the most important drivers of economic development, innovation, and employment generation across the world. In recent decades, the role of women in entrepreneurship has gained significant attention as women increasingly participate in economic activities and establish their own enterprises. Women entrepreneurs are contributing to various sectors including manufacturing, services, information technology, and digital businesses.

The rapid growth of digital technologies and online platforms has created new opportunities for women entrepreneurs to enter technology-driven industries. Women technopreneurs are increasingly involved in businesses such as software development, digital marketing services, online consulting, e-commerce platforms, and IT-enabled services. These enterprises play an important role in promoting technological innovation and digital transformation in the modern economy.

Despite these opportunities, women entrepreneurs often face numerous challenges while establishing and managing their businesses. These challenges include limited access to financial resources, lack of technological infrastructure, restricted professional networks, and socio-cultural barriers. Such obstacles can create uncertainty and instability for women-led enterprises, especially in highly competitive technology sectors.

In order to overcome these challenges and sustain their businesses, women technopreneurs need to develop strong entrepreneurial resilience. Entrepreneurial resilience refers to the ability of entrepreneurs to withstand business difficulties,

recover from setbacks, and adapt to changing market environments. Resilient entrepreneurs demonstrate flexibility, persistence, and problem-solving abilities when faced with unexpected challenges.

Management practices also play a crucial role in strengthening entrepreneurial resilience. Effective management practices such as strategic planning, financial management, decision-making, and performance monitoring help entrepreneurs manage resources efficiently and respond effectively to business challenges. In addition, innovation capability enables entrepreneurs to introduce new ideas, products, and services that improve competitiveness in dynamic markets.

Networking support is another important factor that contributes to entrepreneurial success. Strong professional networks provide entrepreneurs with access to information, business partnerships, mentorship, and market opportunities. Similarly, financial support and technological readiness enable entrepreneurs to invest in modern technologies, expand business operations, and improve productivity.

Given the growing importance of women technopreneurs in the digital economy, it is essential to understand the factors that influence their resilience and long-term sustainability. Therefore, this study aims to examine the relationship between management practices, innovation capability, networking support, financial support, technological readiness, and entrepreneurial resilience among women technopreneurs.

2. Review of Literature

Entrepreneurship has been widely recognized as an important contributor to economic development and innovation. In recent years, the participation of women in entrepreneurial activities, particularly in technology-driven sectors, has increased significantly. However, women technopreneurs often face multiple challenges that require strong entrepreneurial resilience and effective management practices.

- Ayala and Manzano (2014) examined the role of resilience in entrepreneurial success and found that entrepreneurs with higher levels of resilience are more capable of adapting to market uncertainties and business failures. Their study highlighted that resilience enables entrepreneurs to maintain business stability during difficult economic conditions.
- Bullough, Renko, and Myatt (2017) investigated the factors influencing entrepreneurial resilience among women entrepreneurs. Their research emphasized that women entrepreneurs often rely on personal determination, social support, and adaptability to overcome challenges in business environments.
- Branicki, Sullivan-Taylor, and Livschitz (2018) explored the concept of entrepreneurial resilience in small and medium enterprises. The study found that effective leadership, innovation capability, and strategic management practices significantly enhance the resilience of entrepreneurs and contribute to business sustainability.
- Innovation capability is considered one of the most important factors influencing entrepreneurial growth. Nambisan (2017) highlighted that technological innovation and digital platforms play a crucial role in supporting entrepreneurial activities. The integration of digital technologies enables entrepreneurs to expand market reach and improve operational efficiency.
- Networking support also plays a vital role in entrepreneurial success. Hoang and Antoncic (2003) emphasized that entrepreneurial networks facilitate access to resources, knowledge, and market opportunities. Strong professional networks enable entrepreneurs to share experiences, collaborate with industry experts, and gain mentorship.
- Financial resources are another critical factor influencing business sustainability. Beck and Demircuc-Kunt (2006) noted that access to financial support significantly affects the growth and survival of small and medium

enterprises. Limited financial access remains one of the major barriers faced by women entrepreneurs.

- Technological readiness has become increasingly important in modern entrepreneurship. McAdam, Crowley, and Harrison (2019) highlighted that women entrepreneurs who adopt digital technologies and technological innovations are better positioned to compete in the global market. Technology adoption enables entrepreneurs to improve productivity and business performance.

Although several studies have examined entrepreneurial resilience and women entrepreneurship, limited research has focused specifically on the relationship between management practices, innovation capability, networking support, financial support, technological readiness, and entrepreneurial resilience among women technopreneurs. Therefore, the present study attempts to fill this research gap by examining these variables in an integrated framework.

3. Research Objectives

The study is guided by the following objectives:

1. To examine the management practices adopted by women technopreneurs.
2. To analyze the relationship between innovation capability and entrepreneurial resilience.
3. To evaluate the influence of networking support and financial resources on entrepreneurial resilience.
4. To assess the role of technological readiness in strengthening entrepreneurial resilience.

4. Research Hypotheses

H1: Management practices have a positive relationship with entrepreneurial resilience.

H2: Innovation capability is positively associated with entrepreneurial resilience.

H3: Networking support contributes positively to entrepreneurial resilience.

H4: Financial support positively influences entrepreneurial resilience.

H5: Technological readiness has a positive relationship with entrepreneurial resilience.

5. Research Methodology

The study adopts a descriptive and analytical research design to examine the relationships between the selected variables.

Data Collection

Primary data were gathered through a structured questionnaire administered to women entrepreneurs engaged in technology-oriented businesses.

Sample Size

The study includes responses from 120 women technopreneurs.

Sampling Technique

A convenience sampling approach was used due to accessibility and availability of respondents.

Measurement Scale

A five-point Likert scale was used to measure respondents' perceptions regarding the study variables.

Variables Included in the Study

Variable	Description
MP	Management Practices
IN	Innovation Capability
NW	Networking Support
FS	Financial Support
TR	Technological Readiness
ER	Entrepreneurial Resilience

6. Data Analysis

To examine the relationships among the study variables, Pearson correlation analysis was conducted.

Correlation Matrix

Variables	MP	IN	NW	FS	TR	ER
MP	1.00	0.62	0.55	0.48	0.50	0.71
IN	0.62	1.00	0.58	0.44	0.63	0.69
NW	0.55	0.58	1.00	0.52	0.46	0.60
FS	0.48	0.44	0.52	1.00	0.39	0.54
TR	0.50	0.63	0.46	0.39	1.00	0.67
ER	0.71	0.69	0.60	0.54	0.67	1.00

7. Interpretation of Results

Management Practices and Entrepreneurial Resilience

The correlation coefficient between management practices and entrepreneurial resilience is **0.71**, indicating a strong positive relationship. This suggests that entrepreneurs who adopt systematic planning, effective decision-making processes, and efficient organizational management are more capable of coping with business uncertainties.

Innovation Capability and Entrepreneurial Resilience

Innovation capability shows a correlation value of **0.69** with entrepreneurial resilience. This indicates that women technopreneurs who actively engage in innovative activities are more likely to sustain their businesses and respond effectively to changing market conditions.

Networking Support and Entrepreneurial Resilience

Networking support demonstrates a correlation value of **0.60**, indicating a moderate positive association. Professional networks enable

entrepreneurs to gain access to knowledge, partnerships, and market opportunities, thereby strengthening their resilience.

Financial Support and Entrepreneurial Resilience

The correlation between financial support and entrepreneurial resilience is **0.54**, reflecting a moderate relationship. Access to financial resources allows entrepreneurs to invest in technology, manage operational costs, and expand business activities.

Technological Readiness and Entrepreneurial Resilience

Technological readiness shows a correlation value of **0.67**, highlighting a strong positive association with entrepreneurial resilience. The adoption of digital technologies enhances operational efficiency and enables entrepreneurs to compete effectively in technology-driven markets.

8. Findings of the Study

Based on the analysis of the correlation matrix examining the relationship between management practices and entrepreneurial resilience among women technopreneurs, several important findings were observed.

1. Management Practices and Entrepreneurial Resilience

The analysis revealed a strong positive correlation ($r = 0.71$) between management practices and entrepreneurial resilience. This indicates that women technopreneurs who adopt structured management strategies such as planning, decision-making, and performance monitoring are better equipped to sustain their enterprises during challenging situations.

2. Innovation Capability and Entrepreneurial Resilience

Innovation capability demonstrated a strong positive relationship ($r = 0.69$) with entrepreneurial resilience. Entrepreneurs who actively explore new ideas, adopt innovative solutions, and improve products or services are more capable of adapting to dynamic market environments.

3. Technological Readiness and Entrepreneurial Resilience

Technological readiness showed a significant positive correlation ($r = 0.67$) with entrepreneurial resilience. This finding suggests that women entrepreneurs who integrate digital tools, online platforms, and technological systems into their business operations can respond more effectively to market competition and technological disruptions.

4. **Networking Support and Entrepreneurial Resilience**

Networking support exhibited a moderate positive correlation ($r = 0.60$) with entrepreneurial resilience. Professional networks provide access to valuable information, mentorship opportunities, and business collaborations that strengthen the sustainability of entrepreneurial ventures.

5. **Financial Support and Entrepreneurial Resilience**

Financial support also showed a positive relationship with entrepreneurial resilience ($r = 0.54$). Access to financial resources enables entrepreneurs to invest in business expansion, adopt new technologies, and manage operational expenses effectively.

6. **Interrelationship among Independent Variables**

The correlation matrix also indicates moderate relationships among independent variables such as innovation capability, networking support, and technological readiness. This suggests that these factors collectively contribute to the development of entrepreneurial resilience.

Overall, the findings demonstrate that effective management practices combined with innovation and technological capabilities significantly strengthen the resilience of women technopreneurs.

9. **Suggestions / Recommendations**

Based on the findings of the study, the following suggestions are proposed to enhance entrepreneurial resilience among women technopreneurs:

1. **Strengthening Management Skills**

Entrepreneurship training programs should emphasize strategic planning, financial management, and organizational decision-making to improve the managerial competencies of women entrepreneurs.

2. **Encouraging Innovation and Creativity**

Women technopreneurs should be encouraged to adopt innovative approaches in product development, service delivery, and business models in order to remain competitive in rapidly changing markets.

3. **Improving Access to Technology**

Government agencies and entrepreneurship development institutions should promote digital literacy programs and technological training to enable women entrepreneurs to adopt modern technologies effectively.

4. **Enhancing Networking Opportunities**

Professional networking platforms, mentorship programs, and entrepreneurial forums should be strengthened to facilitate collaboration,

knowledge sharing, and partnership opportunities for women technopreneurs.

5. **Providing Financial Assistance**

Financial institutions and government schemes should offer easier access to credit facilities, startup funding, and financial support specifically targeted at women-led technology enterprises.

6. **Policy Support for Women Technopreneurs**

Policymakers should introduce supportive initiatives such as incubation centers, technology parks, and entrepreneurship development programs that encourage women to participate in technology-driven businesses.

10. **Conclusion**

The present study aimed to examine the relationship between management practices and entrepreneurial resilience among women technopreneurs. With the increasing participation of women in technology-driven businesses, understanding the factors that influence the sustainability and growth of women-led enterprises has become highly important. The study considered key variables such as management practices, innovation capability, networking support, financial support, and technological readiness to analyze their influence on entrepreneurial resilience.

The findings of the study indicate that management practices play a significant role in strengthening entrepreneurial resilience among women technopreneurs. Entrepreneurs who adopt systematic planning, effective decision-making processes, and structured organizational practices are better able to manage uncertainties and sustain their businesses in competitive environments.

Innovation capability also emerged as an important factor influencing entrepreneurial resilience. Women technopreneurs who actively introduce new ideas, adopt innovative technologies, and improve their products or services demonstrate greater adaptability in response to changing market conditions. This ability to innovate enhances their competitiveness and supports long-term business sustainability.

Technological readiness was found to have a strong positive relationship with entrepreneurial resilience. The adoption of digital technologies and online platforms enables entrepreneurs to improve operational efficiency, reach wider markets, and respond effectively to technological advancements in the business environment.

Networking support and financial resources also contribute to the resilience of women entrepreneurs. Professional networks provide access to information, mentorship, and collaboration opportunities, while financial support

enables entrepreneurs to invest in technological infrastructure and business expansion.

Overall, the study highlights that a combination of effective management practices, innovation capability, technological readiness, networking support, and financial resources plays a crucial role in enhancing entrepreneurial resilience among women technopreneurs. Strengthening these factors can significantly improve the sustainability and growth of women-led technology enterprises.

The findings of this research may be useful for policymakers, entrepreneurship development institutions, and financial organizations in designing programs and initiatives that support women technopreneurs. Encouraging technological adoption, providing financial assistance, and creating strong networking platforms can contribute to the development of resilient and successful women-led businesses in the digital economy.

11. Limitations of the Study

Although this study provides useful insights into the factors influencing entrepreneurial resilience among women technopreneurs, certain limitations should be acknowledged.

The study was conducted using a sample of 120 respondents, which may limit the generalizability of the findings. Future studies could include larger samples to obtain more comprehensive results.

The research was also limited to specific variables such as management practices, innovation capability, networking support, financial support, and technological readiness. Other factors such as government policies, market competition, and cultural influences were not included in the analysis.

Additionally, the study relied on self-reported data collected through questionnaires. Respondents' perceptions may sometimes be influenced by personal experiences or biases.

12. Scope for Future Research

Future studies may expand this research by examining additional factors that influence entrepreneurial resilience among women technopreneurs. Researchers may also conduct comparative studies between male and female entrepreneurs to understand gender differences in entrepreneurial resilience.

Longitudinal studies may also provide deeper insights into how entrepreneurial resilience evolves over time. Advanced statistical techniques such as

structural equation modeling could further explore the causal relationships between management practices and entrepreneurial resilience.

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