

A STUDY OF ORGANIZATIONAL MANAGEMENT OF WOMEN ENTERPRISES IN WESTERN VIDARBHA: A RESEARCH AGENDA

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ABSTRACT

A study of Organizational Management of Women Enterprises in Western Vidarbha is planned with the key concept of Organizational Management (O&M) functions/activities. This paper presents the features of the planned study. The contextual setting for the study has been set as Women Enterprises (WE) in Western Vidarbha. Objectives for the study are identifying & studying the factors that affect the O&M matrix in case of WE, assessing the impact of these factors on the O&M matrix in case of WE, understanding the interplay between organizational functions and activities, ascertaining the impact of the O&M matrix on enterprise outcomes for WE, identifying key O&M shortcomings for women entrepreneurs and offering solutions to overcome these O&M shortcomings. Factors affecting O & M matrix, O & M Matrix are planned as the independent variables while the dependent variables would be O & M Matrix (concerning Factors affecting O & M matrix) and Enterprise outcomes. As the expected population of women enterprises in western Vidarbha is expected to be a large one a sample size of 400 women enterprises has been planned. The paper details out various aspects of the planned study based on the proposal submitted to the SantGadge Baba Amravati University, Amravati.

Keywords: Women enterprises, Western Vidarbha, Organization and Management

Introduction and background

AnahitaMukherji on 26th February 2015, wrote in the Times of India quoting a survey that 70% of women in Maharashtra are not working. Information accessed from Statistica.com (2020) shows that the female employment rate in China over the last decade has been around 65%, compared to the non-working female rate of 70% of Maharashtra. With a relatively dismal rate of just 30% working for the female population, the problem aggravates if those who are working get trapped in self-imposed limitations due to attitude. What organizational management issues need to be addressed will be explored in this study concerning Women Enterprises in Western Vidarbha.

Sixth Economic Census (Business Standard, 2018) released by the Ministry of Statistics and Programme Implementation, reports that women constitute around 14% of the total entrepreneurship i.e. 8.05 million out of the total 58.5 million entrepreneurs in India. Interestingly the average employment in women-owned enterprises is meager 1.67 including the women entrepreneur herself. Organizational management is the process of structuring, planning, directing, and controlling resources of the organization to achieve its goal. One can see organizational management in the context of specialized activities like marketing, production, finance, and HR. The following organizational management matrix is central to achieving the objectives of the enterprise:

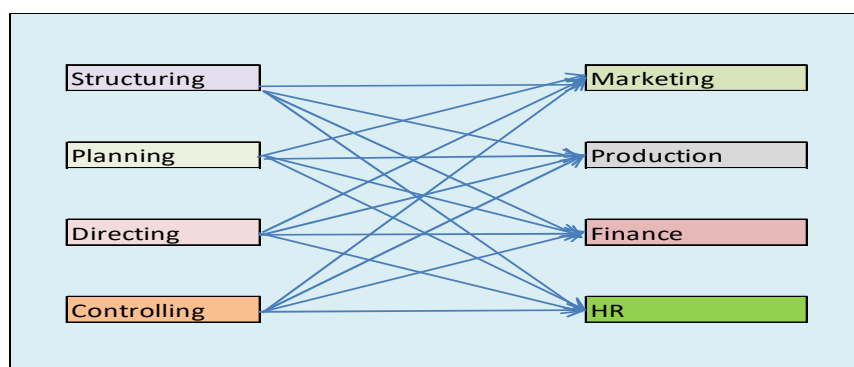


Figure 1: The Organizational Management matrix

Some factors affect this matrix. These factors can be in the form of environment, culture, social structures, literacy, etc. These factors individually and collectively influence the

O&M matrix which in turn influences the enterprise outcomes. The conceptual model for this study can be depicted as under:

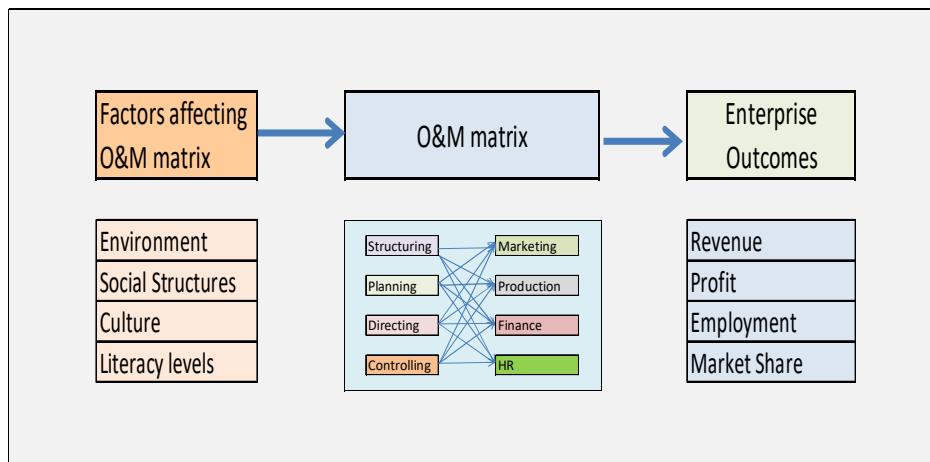


Figure 2: Conceptual model for the study

On the left is/are the independent variable(s) influencing the O & M matrix which in turn influences the dependent variable(s) on the right – enterprise outcomes. This study seeks to base its investigation by way of the above conceptual model in exploring the organizational dynamics of women enterprises from the Western Vidarbha region.

Literature Review

Concept of Women Entrepreneur

With the rise of women in the field of business, specialists have depended on land at a complete meaning of women business person. Women who take the onus to arrange and deal with the assets of their undertakings and bear every one of the dangers in desires for determining benefit can be named as women business entrepreneurs. This definition depicts women business entrepreneurs as cognizant chiefs and supervisors (Coughlin, J. H., and Thomas, A. R., 2002). Women who decided to seek after the difficult job of a business person driven by their longing to satisfy their need for autonomy and accomplishment. This definition is just material to women business people who are opportunity-driven, for example, women who resort to enterprise driven by their through and through freedom. This definition bars need-driven business people who are compelled to seek after enterprise out of some exposed need (Dhameja S. K. 2002). At the

point when a woman or gathering of women set out on starting, sorting out, and dealing with their venture, they are named as women business entrepreneurs (Suganthi, 2009). Imaginative action of starting and working an undertaking promoting financial strengthening and social advancement of women in the general public can be named as women's business enterprise. This definition expounds on the positive, social, and financial commitment of women business enterprises in the general public (Munshi, S et al, 2011). As indicated by the Government of India, a lady entrepreneur is a person who accepts predominant money related control (at least 51 percent of the capital) in an enterprise (Legislature of India, 2012). Along these lines, it is clear that the meaning of business person can be summed up to women business entrepreneurs as well. A few analysts have characterized women business person having one of a kind character traits, while others have focused on the jobs they play as a business entrepreneur while the Government of India has viewed money related control as a parameter in characterizing women business person. In light of the blend of accessible writing, women business entrepreneurs in the Indian setting can be characterized as women having prevailing money related authority over their endeavor, who either pick or are driven out of some need to take up the difficult job of

a business entrepreneur and leave towards the beginning, arranging and overseeing assets available to them in desire for gaining benefits. Women business entrepreneurs take cognizant choices to deal with their ventures. Women enterprise additionally prompts social and monetary strengthening of women.

Features of Indian Women Entrepreneurs

Women's business enterprise is increasingly normal in more youthful age bunches in contrast with more established age gatherings (Dhameja et al 2000). Women business people have a different instructive foundation (Patole, M., and Ruthven, O., 2002). A greater part of the women business entrepreneurs have a place with lower and center pay gathering (Vinze, M. D., 1987) and have administration situated endeavors (Gupta, 2013). Women business is presently advancing from pickles, papads, and powders and getting obvious in fields like designing (Munshi, S et al, 2011). Women business entrepreneurs are currently developing as "techpreneurs" (Charantimath, 2005). Women business people were amassed in conventional and casual segments of the Indian economy. Be that as it may, over the previous decade women business entrepreneurs are likewise broadening themselves in contemporary and developing areas.

Challenges encountered by Indian Women Entrepreneurs

Indian women business people are stood up to with plenty of difficulties. Access to simple and reasonable accounts and showcasing is distinguished as an unmistakable test by the lion's share of women business entrepreneurs (Panandikar, 1985). Robust costs of crude materials, unwieldy strategies of permitting and enlistment, and prohibition from banking and money related administrations make deterrents for women business people (Vinze, M. D., 1987). Women business entrepreneurs are frequently tormented with powerless money related status attributable to which they are obliged. The absence of social and family collaboration, lack of education, and ignorance about different government plans and projects impede the improvement of women's business (Rao, C. H. 1991). Women business entrepreneurs regularly report difficulties

related to monetary, work, and promoting issues (Chandra, 1991). The absence of income and working capital, absence of assembling experience, and weight of family unit obligations represent a genuine test to women business entrepreneurs of India (Das, M. 1999). Social molding renders women to be modest, self-observe, and increasingly worried about family commitments. Timidity in business connections, low accomplishment inspiration, hazard unwilling frame of mind, lower level of instruction, the weight of family commitments, sexual orientation predisposition at the degree of family and society, absence of administrative aptitudes and experience, absence of business-related data, non-accessibility of the fund are a portion of the difficulties, (Singh S. and Saxena, S. C. 2000). Challenge of simple and moderate working capital and value account, poor promoting support, and infrastructural deterrents present a noticeable test to women business enterprises (Ganesan, et al 2002). Scope of social, individual, promoting, portability, government support, budgetary, generation, and work-related issues, the worry of work-life equalization, and poor specialized skills are accounted for as fundamental difficulties looked by women business entrepreneurs (Dhameja, S. K. 2002). Finding some kind of harmony, poor self-assurance, absence of business-related information, modesty and hesitance in professional interactions, absence of formal account because of lacking insurance, advertising issues, and shortage of business premises are regular difficulties (Sinha, P. 2003). A portion of the limitations experienced by women is select to them (sexual orientation explicit) while a portion of the requirements is looked at by business people independent of gender (impartial) (Munshi S et al 2011). Women business entrepreneurs in India are stood up to with a wide exhibit of difficulties in beneficiary vocations. Accessibility of adventure and working capital rises as the top difficulties defied by women business entrepreneurs. Protected and reasonable access to business sectors is another worry. Infrastructural bottlenecks, absence of warning and business advancement bolster administrations, ignorance concerning existing arrangements of

government backing, and absence of social molding favorable for women's innovative character emphatically hinder the improvement of women's business enterprise in the Indian setting.

Some authors have researched policy initiatives for facilitating women entrepreneurship. (Jerinabi&Santhiyavalli, 2001, PoonamSinha, 2003, Munshi S et al, 2011, Debashree Das Gupta, 2013, Shah .H,2013 and NishaBharti, 2014)

Research Gap

General studies highlighting features of Indian women entrepreneurs and their problems are quite a few. The analyses are more of a stand-alone type. A comprehensive study focusing on organizational management dynamics is not seen. Moreover, studies in the context of the Vidarbha region are not seen much.

Research Questions, Objectives & Hypotheses

Research questions

Following research questions will be addressed by the study:

1. What are the factors affecting the organizational and management matrix in the case of women entrepreneurs?
2. What is the impact of these factors on the organizational and management matrix in the case of women entrepreneurs?
3. What is the interplay between organizational functions and activities in the case of women entrepreneurs?
4. What is the impact of organizational and management matrix on enterprise outcomes in the case of women entrepreneurs?
5. What are the important organizational management shortcomings for women entrepreneurs?
6. How these organizational management shortcomings can be overcome?

Objectives

Following objectives have been stated:

1. To identify and study the factors that affect the organizational and management matrix in the case of women entrepreneurs,

2. To assess the impact of these factors on the organizational and management matrix in the case of women entrepreneurs,
3. To understand the interplay between organizational functions and activities in the case of women entrepreneurs,
4. To ascertain the impact of organizational and management matrix on enterprise outcomes in the case of women entrepreneurs,
5. To identify key organizational management shortcomings for women entrepreneurs and
6. To offer solutions to overcome these organizational management shortcomings.

Hypotheses

To translate the objectives into actionable research the following hypotheses have been formulated:

Ho1 – There are no specific factors that affect the organizational and management matrix in the case of women entrepreneurs

Ha1 - There are no specific significant factors that affect the organizational and management matrix in the case of women entrepreneurs

Ho2 – Specific factors do not significantly impact the organizational and management matrix in the case of women entrepreneurs

Ha2 - Specific factors do significantly impact the organizational and management matrix in the case of women entrepreneurs

Ho3 – There is no significant interplay between organizational functions and activities in the case of women entrepreneurs

Ha3 – There is a significant interplay between organizational functions and activities in the case of women entrepreneurs

Ho4 – There is no impact of organizational and management matrix on enterprise outcomes in the case of women entrepreneurs

Ha4 – There is a significant impact of organizational and management matrix on enterprise outcomes in the case of women entrepreneurs

Ho5 – There are no major organizational management shortcomings for women entrepreneurs

Ha5 – There are major organizational management shortcomings for women entrepreneurs

Research Methodology

Population

Sixth Economic Census (Business Standard, 2018) released by the Ministry of Statistics and Programme Implementation, reports that women constitute around 14% of the total entrepreneurship i.e. 8.05 million out of the total 58.5 million entrepreneurs in India.

Based on the above figure it is estimated that the total women enterprises in Western Vidarbha would be a large population, that is, around 20,000. (Total 8.05 million divided equally over 30 states gives an average size of 2.68 lakh per state. It is quite reasonable to estimate that out of the 2.68 lakh women enterprises from entire Maharashtra, 20,000 would be in Western Vidarbha.)

Sample size

As per Krejcie and Morgan sample size table (1970) accessed from google.com, for a population of 10,000 the sample size is 377. This will be rounded off to 400.

Sampling unit

The sampling unit will be women entrepreneurs.

Method of sampling

For the target sample size of 400, the questionnaire would be sent to 600 randomly selected firms and the first 400 responses would constitute the sample.

An instrument for the collection of primary data

An MS Excel-based menu-driven questionnaire would be used for collecting primary data. The questionnaire will cover the profile information and the three areas (significant factors that affect the organizational and management matrix, the organizational and management matrix, and the enterprise outcomes) as stated in the objectives and hypotheses. The questionnaire will also be put on Google forms. Questions would generally be framed seeking responses on a 5-point Likert scale as under:

- Strongly Agree
- Somewhat Agree
- Neither Agree nor Disagree
- Somewhat Disagree
- Strongly Disagree

Use of statistical tests

Tests like Cronbach's Alpha, t-test, etc., would be used for testing the reliability of the questionnaire and for data analysis. Since the standard deviation of the population is not known, as is the general practice, the t-test would be deployed to test the statistical significance of the sample mean against the hypothesized population mean.

Data Analysis

The data analysis would be done in three ways. The first part will deal with a descriptive analysis that will describe the demographic and profile features of the sample. The second part will deal with inferential analysis wherein the hypotheses would be tested for rejection or non-rejection. Finally, finer data analysis would be done to find out special aspects if any like correlation between demographic variables and responses, etc.

Significance and expected outcome from the study

Countrymeters.info, (2020) shows the current Indian female population is 678,078,831. When we apply the figures for the population pyramid, the population of females in the working-age group of 25-65 is 23.30%. This percentage when applied to the current population of 67.81 crores gives the working female population of 157.90 million. As of now out of the total entrepreneurs in India women entrepreneurs are 8.05 million, which is a meager 5.09% of the total eligible population of 157.90 million. Even if 1% of those eligible get added to the entrepreneur pool, it would mean additional 1.579 million new women entrepreneurs. Factors that prevent this from happening is an important aspect of serious investigation. What is disturbing is the fact that the average size of the Indian women enterprise is just 1.67 people including the women entrepreneur herself. Organizational management practices definitely have to play a pivotal role in this phenomenon. The research is expected to address key research questions such as what are the factors affecting the organizational and management matrix in the case of women entrepreneurs, what is the impact of these factors on the organizational and management matrix in the case of women

entrepreneur, what is the impact of organizational and management matrix on enterprise outcomes in case of women entrepreneurs, what are the important organizational management shortcomings for

women entrepreneurs and how these organizational management shortcomings can be overcome? The contribution of the study is expected to benefit both academicians & management professionals.

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