

Leadership Styles of Women Entrepreneurs a Study on Academic Institutions in Guntur Region

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Abstract:- Entrepreneurship is one which enables the person to make wonders, innovations for the development of Nation along with Individuals improvement in all the aspects like economy, social, cultural etc.. It is identified that as a source of creation of jobs, it is the right way of utilizing the nation resources.

Entrepreneurship that depends on the personality and person's capability i.e. entrepreneurial skills.

Entrepreneurship has been criticized with gender difference since days along. All the way it is impossible to lead the society without women business is not an exception for it. Many studies said that these entrepreneurial skills are varying from one to one especially from men to a woman that is the reason why this paper aims to study the managerial skills of the women.

The main objective of the paper is to understand the leadership qualities of women entrepreneurs of academic Institutions in Guntur region. Researcher collected data from women entrepreneurs of academic institutions in simple random manner with the constructed questionnaire and collected 80 samples. Analysis clearly showed that women they are having wide variety of leadership skills and they are struggling to implement those variety skills.

Key words: Women entrepreneurs, leadership, academic Institutions, variety skills.

I. INTRODUCTION

1.1 Need of the study

Entrepreneurship has been criticized with gender difference since days along. All the way it is impossible to lead the society without women business is not an exception for it.

Women in India have been oppressed culturally, socially, economically and politically for centuries. They are exploited at home, in the families, in the society and in the country. In the Multi ethnic and multi cultural society like that exists in India, such exploitation takes various Forms. However governments realized the importance of women in business and supporting women entrepreneurs. With this facilities women are entering into business arena, in this context it is important to study the leadership qualities of women. Because leadership qualities which makes difference between success and failure in business. Women Involvement in Academic Institutions has enabled women to gain greater control over resources like material possession, intellectual resources like

knowledge, information, ideas and decision making in home, community, society and nation.

1.2 Objectives of the study

- To know the leadership of Women Entrepreneurial Academic Institutions in Guntur Region.
- To evaluate the performance of women entrepreneurs with respect to leadership qualities of Academic Institutions.
- To identify the issues related to the Women entrepreneurial skills with respect to Academic Institutions.
- To find the challenges of the Women entrepreneurs with respect to Academic Institutions.

1.3 Scope of the study

The present research is to study the critical study of Performance of women entrepreneurs with reference to Academic Institutions in Guntur District.

This study would be of great help to the rest of the women entrepreneurs to bring necessary improvements in the Institutions for attaining the overall improvement of Women Entrepreneurship. The knowledge on these aspects could be used to develop strategies to motivate women entrepreneurs for their enhanced participation in the group.

1.4 Methodology

- ❖ **Research Methodology** : Simple Random Sampling
- ❖ **Data Type** : Primary Data
- ❖ **Area of Sample** : Guntur Region of Andhra Pradesh District
- ❖ **Sample Size** : 80
- ❖ **Statistical Tool** : Variance Of Distribution (Standard Deviation)
- ❖ **Source of Data** : Private Academic Institutions (colleges, schools)

II. REVIEW OF LITERATURE

Machado, Cyr, and, Mione (2003) suggest that women entrepreneurs' managerial styles with the variables such as a) planning and strategic choices; b) decision style; c) formulation of objectives; d) structure of the company and

share of power; and e) human resources policies were linked to and had association with their performance.

According to Heffernan (2003), female negotiating styles have been shown to be different and it has been demonstrated that they are significantly more beneficial to long term business success.

Masud et al. (1999) in a study on micro-enterprise project through 319 women in Peninsular Malaysia discovered that women gained knowledge through their projects in managing and controlling productive resources, skill, and experience, and an increase in their ability to source relevant information and solve problems that equip them to become entrepreneurs and setting the business successfully.

Brush and Vander Werf (1992) argue that the differences in social and political structures across transitional economies suggest variation in individual factors affecting the performance of female businesses.

Studies of performance of women entrepreneurs are few (Brush 1992), with the majority of research not being comparative among groups of women and men. However, individual level variables explaining performance in U.S. studies were frequently the same as those noted in male-owned businesses: previous occupational experience, business skills, level of education, and personal factors such as motivations and having a mentor.

Managerial skills and particular strengths in generating ideas and dealing with people (Birley&Norburn, 1987; Brush &Hisrich, 1991; Hisrich& Brush, 1984; Hoad&Rosko, 1964) were important for a woman entrepreneur in establishing a business.

Box, Watts and Hisrich (1994) and Box, White and Barr (1993) found that the entrepreneur's years of prior experience in the industry are positively correlated with firm performance. This is supported by Schiller and Crewson (1997) who found that the dominant predictors of success for women entrepreneurs are industry experience and years of self-employment.

III. WOMEN ENTREPRENEURSHIP IN INDIA

Entrepreneurship is the purposeful activity of an individual or a group of associated individuals, undertaken to initiate, maintain or aggrandize profit by production or distribution of economic goods and services. The government of India has defined Women Entrepreneurs based on women participation in equity and employment of a business enterprise. Accordingly, a women entrepreneur is defined as "those women who think of a business enterprise, initiate it, organize and combine the factors of production, operate the enterprise and undertake the risk and handle economic uncertainty involved in running a business enterprise It is estimated that women entrepreneurs presently comprise about 10% of the

total number of entrepreneurs in India, with the percentage growing every year. If the prevailing trends continue, it is likely that in another five years women will comprise 20 % of the entrepreneurial force. Even though women own around 10% of the total enterprises in the small sector, the gross output of these units is just 3.5% of the total output of the SSI sector. In contrast, in developed countries such as United States, women own nearly 91 lakh small businesses and the number of women-owned start-ups is going at nearly twice the rate of their male counterparts. India has 397 million workers, 123.9 million are women, 106 million are in rural areas, 18 million are in urban areas, only 7% of India's labour force is in the organized sector; 93% is in unorganized sector.

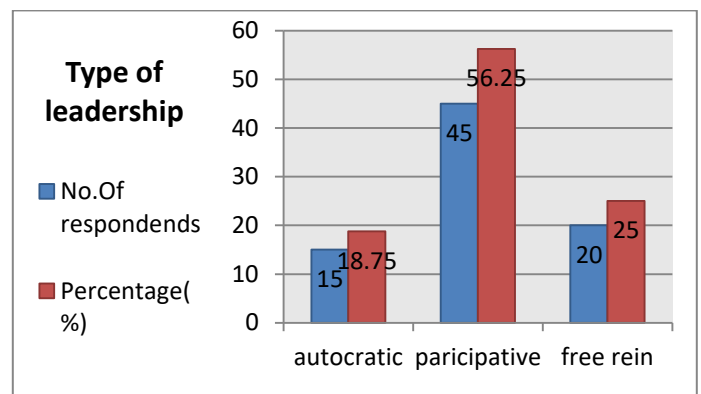
IV. DATA PRESENTATION & ANALYSIS

Table 4.1

Do you interested in which of these leadership Styles					
Parameter	No. Of respondents	Percentage(%)	MEAN	Variance	Standard Deviation
autocratic	15	18.75	27	258.333	16.07275
participative	45	56.25			
free rein	20	25			
TOTAL=80		TOTAL=100			

Interpretation:

From the Information it is clear that 18.7 % women entrepreneurs are adopted Autocratic style ,56.3% and 25 % entrepreneurs are adopted Participative, free rein kinds of Leadership.

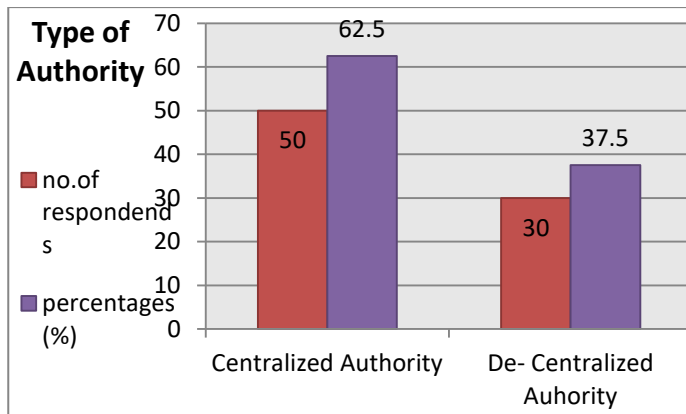


Inference: The Standard Deviation 16 (Rounded) indicates each sample far spread from its mean which is an evidence that there is much difference in the Leadership style of Respondents.

Table 4.2

Do you interested in which of these					
Parameter	No. Of respondents	Percentage (%)	MEAN	Variance	Standard Deviation
Centralized Authority	50	62.5	40	200	14.14214
De-Centralized Authority	30	37.5			
	80	100			

The above table indicating that Most of the women entrepreneurs 62.5 % are believing centralized authority and only 37.5 % of respondents believing De-centralized authority.

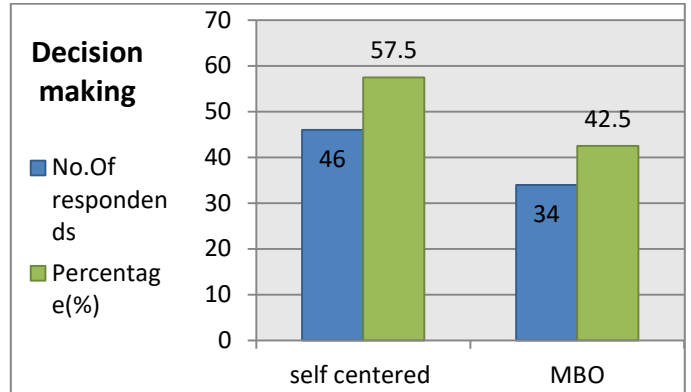


Inference: The Standard Deviation 14 (Rounded) indicates each sample far spread from its mean which is an evidence that there is much difference in the Authentication style of Respondents.

Table 4.3

Decision making process					
Parameter	No. Of respondents	Percentage (%)	MEAN	Variance	Standard Deviation
self centered	46	57.5	40	72	8.485281
MBO	34	42.5			
	80	100			

From the Table 57.5 % respondents are self centered decision makers ,42.5 % women entrepreneurs are going for MBO process in their decision making.

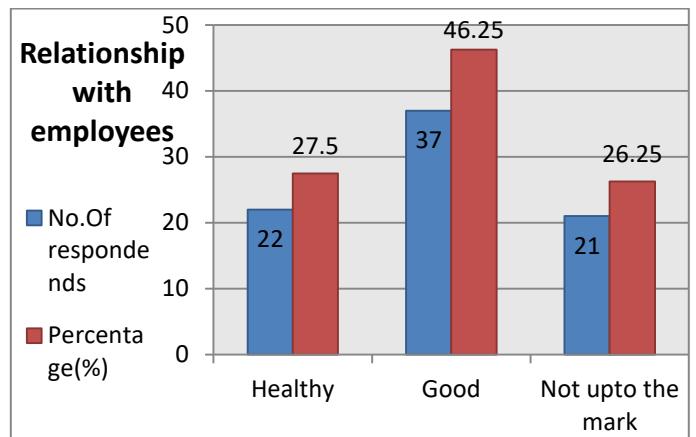


Inference: The Standard Deviation 8 (Rounded) indicates each sample is near spread from its mean which is an evidence that there is no much difference in the Decision Making of Respondents.

Table 4.4

Relationship with employees					
Parameter	No. Of respondents	Percentage (%)	MEAN	Variance	Standard Deviation
Healthy	22	27.5	27	80.33333	8.962886
Good	37	46.25			
Not upto the mark	21	26.25			
	80	100			

The above Information regarding relationship with employees 27.5 %,46.25 % respondents are maintaining healthy ,good relations respectively but 26.25 % their not having proper relations.

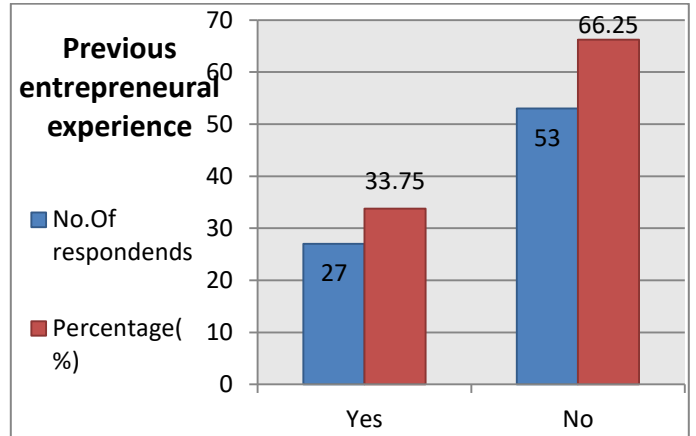


Inference: The Standard Deviation 9 (Rounded) indicates each sample far spread from its mean which is an evidence that there is much difference in the Relationship style of Respondents.

Table 4.5

Previous managerial role played by you					
Parameter	No. Of respondents	Percentage (%)	MEAN	Variance	Standard Deviation
HR	21	26.25	20	39.33333	6.271629
Finance	28	35			
Operations	18	22.5			
No	13	16.25			
80		100			

From the Table it is clear that 22.5 %,33.7%, 7.5% respondents played managerial role like HR,Finance,Operations and 36.25 % people expressed they didn't played any managerial role.



Inference: The Standard Deviation 18 (Rounded) indicates each sample far spread from its mean which is an evidence that there is much difference in the Entrepreneurial Experience of Respondents.

Table 4.7

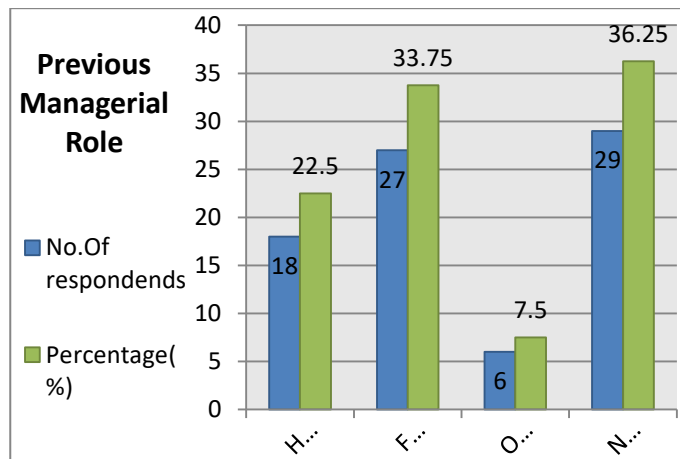


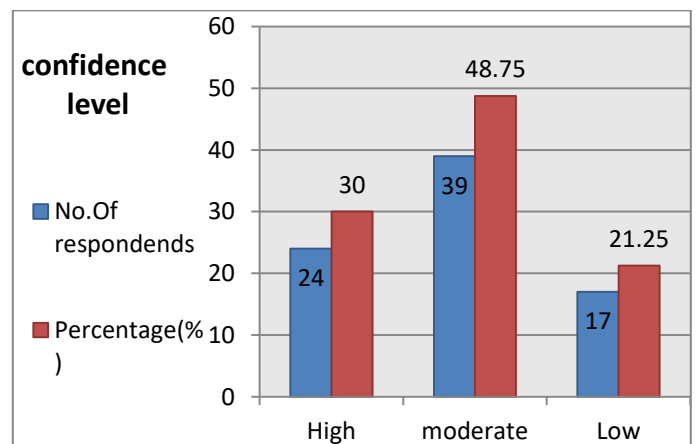
Table 4.6

Do you had any previous entrepreneurial experience					
Parameter	No. Of respondents	Percentage (%)	MEAN	Variance	Standard Deviation
Yes	27	33.75	40	338	18.38478
No	53	66.25			
80		100			

From the above Information only 33.75% respondents are having previous entrepreneurial experience but majority 66.25 % respondents they didn't have any previous entrepreneurial experience.

what about your confidence level					
Parameter	No. Of respondents	Percentage (%)	MEAN	Variance	Standard Deviation
High	24	30	27	126.33333	11.23981
moderate	39	48.75			
Low	17	21.25			
80		100			

The confidence level of 30 % respondents are high,48.75 % respondents are moderate and 21.25 % respondents are low.



Inference: The Standard Deviation 11 (Rounded) indicates each sample Neither far spread Nor near spread from its mean which is an evidence that there is Slight difference in the Level of Confidence of Respondents.

Table 4.8

Are you ready to take risk					
Parameter	No. Of respondents	Percentage (%)	MEAN	Variance	Standard Deviation
always	16	20	27	229.3333	15.14376
moderate	44	55			
Low	20	25			
	80	100			

when it comes to risk taking 20% women entrepreneurs are always ready to take risk, 55 % they are moderate and 25 % they are showing low interest to take risk.

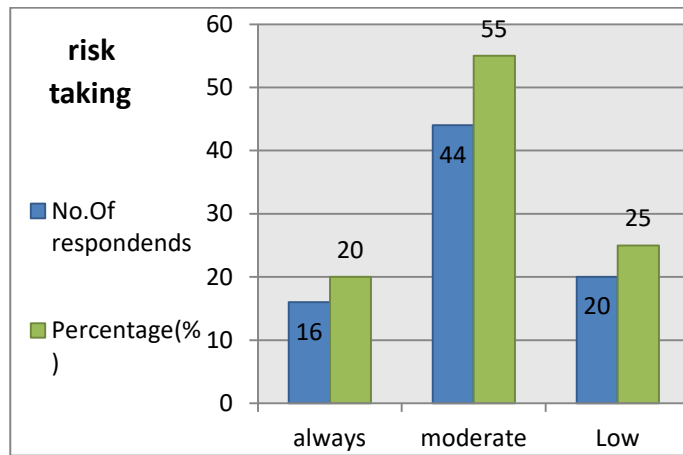
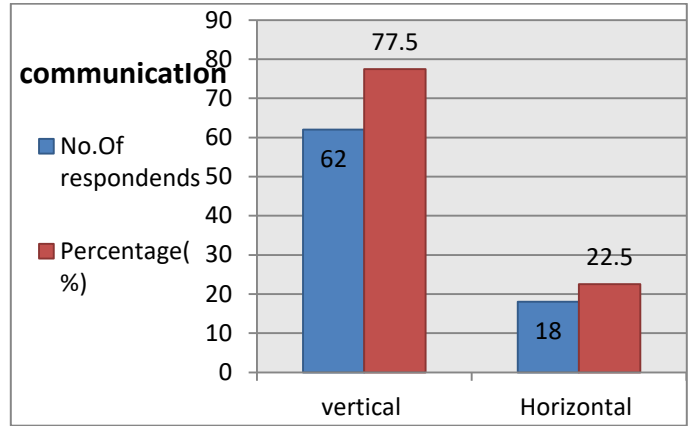


Table 4.9

Do you believe in which of these communication					
Parameter	No. Of respondents	Percentage (%)	MEAN	Variance	Standard Deviation
vertical	62	77.5	40	968	31.1127
Horizontal	18	22.5			
	80	100			

From the graph 77.5 % of women entrepreneurs are adopted vertical communications only 22.5 % women entrepreneurs are adopted Horizontal communications.



Inference: The Standard Deviation 31 (Rounded) indicates each sample Very far spread from its mean which is an evidence that there is much difference in the Communication style of Respondents.

V. FINDINGS & SUGGESTIONS

This research successfully reached out and founded the following ones:

- Most of the women entrepreneurs are adopting Participative leadership style (56.25%) compared to other styles autocratic (18.75%)and free rein(25%).
- Women are interested in centralized authority (62.5%), and about De-centralized authority is (37.5%).
- Decision making process of 57.5 % women entrepreneurs is self-centered and 42.5% is MBO.
- 77.5 % of women entrepreneurs are adopted vertical communications only 22.5 % women entrepreneurs are adopted Horizontal communications.
- Regarding relationship with employees 27.5 %, 46.25 % respondents are maintaining healthy, good relations respectively but 26.25 % their not having proper relations.
- Only 33.75% respondents are having previous entrepreneurial experience but majority 66.25 % respondents they didn't have any previous entrepreneurial experience.
- The confidence level of 30 % respondents are high, 48.75 % respondents are moderate and 21.25 % respondents are low.
- When it comes to risk taking 20% women entrepreneurs are always ready to take risk, 55 % they are moderate and 25 % they are showing low interest to take risk.

Suggestions:

- As we all knows that employees are the driving mechanism for any institutions it is always recommended to have proper relations with them.

- Autocratic leadership must be ruled out in present scenario it is highly impossible to lead teams under this style.
- Decision making process that should be sort-out at least by consulting key people.
- There should somewhat diversified authority.
- Vertical communication is not suitable, flexible all the time.
- The Risk Taking Ability of Women Entrepreneurs Should Increase.

VI. CONCLUSION

At the end of the study it is concluded that women entrepreneurs are raising their interest in Entrepreneurship in this process they are practicing wide variety of leadership styles and exhibiting them because they realized that leadership is one of distinguish factor between success and failure of any business.

This paper made an attempt to study the leadership styles of women entrepreneurs in academic institutions. In this study it is identified that women are struggling a little bit with style of leadership because mostly they are adopting participative leadership style, their decision making process is also good, relations with employees is also appreciative but on the other side they are criticized because their poor communication ,centralized authority and risk taking levels in fact this is the area where they are suffering and getting some unexpected out comes.

To Ensure more success in their business women need to have diversified authority, should go horizontal communication and to be prepared to take more risk .if women practice more of these leadership styles we can see an un criticized women entrepreneurs and more profitable women entrepreneurs.

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