Volume 19 Issue 10
Originally issued as A3



Global Journal of Management and Business Research: A Administration and Management
Volume 19 Issue 3 Version 1.0 Year 2019
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# Nothing will Work unless you do it: Contextualizing Women Entrepreneurship

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*Abstract-* This theoretical paper accentuates on the function of women entrepreneurs as the potentially evolving human resource. Entrepreneurship specifies the act of setting up a new trade or revitalizing a prevailing trade so as to take return from new opportunities. Entrepreneurship can be defined as crafting, developing and taking forward a new venture, which is colored by personal, financial and social risks. Today, women entrepreneurs are increasing in numbers. But it is also a matter of fact that women exit in entrepreneurship too. Assuming the dual roles women play in terms of business and managing home front; the present paper purports to understand the determinants of engagement in entrepreneurship by women, what determines entrepreneurial intention for women opportunity or necessity and what the motivation indicators for entrepreneurial performance are. This paper intends to take footing on the existing theory on push and pull factors of entrepreneurship.

*Keywords:* *entrepreneurship, pull, and push, performance, motivation, women entrepreneurship.*

*GJMBR-A Classification:* *JEL Code: L26*



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# Nothing will Work unless you do it: Contextualizing Women Entrepreneurship

Dr. Tanusree Chakraborty [α], Daisy Gohain [σ] & Raiswa Saha [ρ]

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*Keywords: entrepreneurship, pull, and push, performance, motivation, women entrepreneurship.*

## I. Introduction

In this world of dynamic business setting, the role of entrepreneurs has drastically taken an exceptional uniqueness in terms of better economic prosperity, employment opportunities and creation of new business ventures. Therefore, entrepreneurs are considered to be the backbone of industrial development in terms of employment opportunities (Ahmad & Naimat 2011). Entrepreneurship brings higher income, standards of living, individual savings, and revenue growth in the market. The paper seeks to explore the push and pull factors of women entrepreneurship. The study was undertaken to add to our understanding of attitudes and behavioural intentions of women entrepreneurship as major predictors of motivation.

The number of women entering entrepreneurship roles has increased comparatively from the past decades. Today, the term "entrepreneur" is no longer directed towards male societies but, the independence and power of woman have become more noticeable (Purdy 2005). Over the last few decades, women have significantly been engaged in educational, managerial and executive positions (Eisenberg, 2010). Sidhu et. al (2014) define Women Entrepreneurs as the woman or a group of women who is the driving force behind beginning, systematizing and controlling a business venture". Number of researches can be seen from the past decades asking various questions related to women as entrepreneurs. Some of the examples are today's business environment is more inclined towards developing women entrepreneurs? Or are women equipped to thrive in this age of mass transformations in the social and political landscapes? According to the study by Karacost as 2012 and Sisson 2010, research has shown that women entrepreneurs are highly educated, technologically advanced compared to males, and is an economic power to be reckoned with for sustainable development.

The development of the extent of women entrepreneurs in creating nations has drawn the consideration of both the academia and the business sectors. Contributors, global institutions national and local governments, privately owned businesses, NGOs, foundations, and business affiliations have started projects or arrangements to advance and create women driven business enterprises to plan approaches that empower more business development (Vossenberg 2013).

In the past few years, society has been gradually shifting their viewpoint regarding women as only being essentially a child rearer to a much more accomplished job role of serving the economy (Parker, 2009). Many a times, the entrepreneurial endeavours by women have gone unnoticed, and their commitments have been disregarded. Absence of acknowledgment or consideration, however, did not make them move back in times of commitment (de Bruin, Brush and Welter, 2006).Women should be in the mainstream of economic expansion in Indian planning commission, central and state government. In today's' world women entrepreneurs delivers a critical part in supporting financial development and societal progress which serves as a motivation behind industrialization, urbanization and social acknowledgment from the society carrying ahead an incredible increment in the business growth of the nation. Entrepreneurship is a supportive tool for financial growth in turbulent economic times and women entrepreneurship are an

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undiscovered and underestimated asset with the potentiality to support monetary achievement (Allen et al., 2007). Through developing new ventures, it is conceivable to figure out how to incorporate and engage the minorities in making upward mobility. The researchers like Fairlie, 2004; Minniti and Arenius, 2003; Rochin et al., 1998; Verdaguer and Vallas, 2008; Zhou, 2004) opine that entrepreneurship lends critical alternatives when other financial options are not accessible.

## II. Review of Literature

According to Begum (1993), 'Entrepreneurship is an expression which has generated a special meaning and implication in the circumstance of economic expansion with the fast changing socio-economic and socio-cultural environment'. Entrepreneurship is the procedure of creating and structuring values from almost nothing. Thus, it is the course of generating or grabbing an opening and chasing after the opportunity irrespective of the resource(s) availability (Timmons, 1989). It involves the description, formation and allocation of benefits to persons, groups, organizations or society. Entrepreneurship is one of the long term value building streams. Hisrich and Peters, 1989 have defined entrepreneurship as the process of generating a apprentice value system by engaging lengthy stretch of time and work, calculating the risks involved in the financial and social realm which results in satisfaction and independence in terms of monetary and personal rewards. According to the study by the researchers, an entrepreneur is as a person who while bearing the risks involved, also creates (Schumpeter, 1939), discovers, allocates and assigns the elements required for production. (Marshall, 1984) Entrepreneurship thus refers to the general tendency of setting up of new enterprises in a society (Begum, 1993). Khanka, (2002) refer women entrepreneurs as those who revolutionize, transform and develop a business activity. For the purpose of this study a women entrepreneur will be defined as a person, who makes or forms a venture through her prowess and ability to be richly innovative. Several studies have focused on the factors of women entrepreneurship success (Brown, 1997; Chandralekha et al, 1995; Gundry et al., 2002; Helms, 1997; Hamilton, 1993; Stoner et al, 1990; Winn, 2005).

*Table 1:* Review of Literature

| Authors and Year | Purpose | Findings |
|---|---|---|
| Ong et. al (2016) | Identify the dimension of Entrepreneurship Practices (EP) and Business Performance (BP) for women entrepreneurs in Malaysia. | There is a positive relationship of entrepreneurship practice (EP) towards business performance (BP) in Malaysia. |
| Manju H.A. (2015) | The study of micro finance for economic empowerment of women: a case study of Hassan district | Identified that, Minorities have the highest saving habits comparing to other category respondents. Also SC category respondents are earning more income. This proves their willingness to be independent and their saving mentality. |
| Bisaria&Wajih (2014) | This study examines the constraints and motivating factors faced by Indian middle class women entrepreneur. | Effort are on at the government and voluntary agencies level to tap hitherto unrecognized and unaccounted for strength of women to integrate them in the process of the industrial development. |
| Rekha priyadharshini &Wesley (2013) | This study investigated the reason behind the rural women entering into entrepreneurship and the challenges faced by them | The findings reveal that rural women enter into entrepreneurship due to some external circumstances such as divorce, widow or gender discrimination |
| Jesurajan & Gnandhas (2011) | Made an analysis on the motivating factors combatting against their attitude, role and expectations | The study says that husbands/ fathers were the main motivators for taking up entrepreneurship. |
| Gifford S. (2010) | Made a study on the environment of the poor countries and how they fare in their entrepreneurial ventures | Concludes that it is a costly proposition for an individual to seek new opportunities |
| Naser et. al (2009) | Identifying the different factors that motivate women in the United Arab Emirates (UAE) to encourage self-employment. | The study identifies the need to acquire financial support from the government especially in providing the seed money or the start-up capital. This step taken by the government will undoubtedly motivate women to establish their own businesses |
| S. Mathivanan and M. | Made a study on the status of women | Concluded that women should be given the |



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| | | |
|---|---|---|
| Selvakumar (2008) | entrepreneurs in small scale industries through a survey conducted among 200 women entrepreneurs in virudhunagar district of Tamil Nadu | independence to undertake the business and that the women entrepreneurship must be recognised as well as acknowledged. If it is well acknowledged then the country's economic growth will flourish |
| Banerjee A.V. & E. Duflo (2007) | Reported on the apathy of the poor to perceive opportunities for successful business ventures. | |
| Acs et al., 2005; Langowitz and Minniti, (2007) | Studied the role and importance of creating business for economic progress | Female entrepreneurship has enticed high response in recent years on the importance of creating new business and thereby leading to economic growth and development |
| Verheul et al., (2006) | Contribution of female entrepreneurship to the growth of the country's economy and add up the diversity of entrepreneurship | Female entrepreneurship has a dual contribution that leads to economic growth and creating employment opportunities for others. It is progressively recognized to improve and increase the diversity of entrepreneurship in any economic system |
| Carter et al., (2003); Buttner and Moore, 1997; Baughn et al., (2006) | Identified the extent to which women entrepreneurs can be flexible. | Compared to men, women progressively express the desire for flexibility as a highest motivation factor behind starting a business |
| Wilmerding,( 2006) | Studied on the career prospects that women chose that is favorable for their married lifespan. | Women entrepreneurs find themselves in a supple situation to excel in those career options that suit and are constructive for their married lifestyle, but this choice often leads to conflict. |
| Smith, (2005) | Evaluating the skill sets of women entrepreneurs | The preferences of women who recognize themselves as having adequate skills and knowledge to be entrepreneurs is higher as compared to women who are lacking in these skills. |
| Gem report,(2004) | Equality in opportunities to be given to women entrepreneurs | As women entrepreneurs do not act or perform in seclusion from their society & community, equal opportunities and policies need to be framed. |
| DeTienne and Chandler (2007) | Studied the lack of human capital for making women self employed | It is recorded that women have less human capital to bring to self-employment which has a negative impact in identifying their opportunity and exploiting their potential. |
| Bruin et al., (2007) | Reading and evaluating the self-perception of women entrepreneurs with their calibre in triving their entrepreneurial ventures | Gender play a crucial role in new exploiting new ventures, performing them, because it influences the perception of women on their own self , and on their abilities to realize business growth in a particular environment |
| Eddleston and Powell (2008) | Exploring the possibilities for women entrepreneurs | Women entrepreneurship provide opportunities for female expression and fulfilment of expertise |
| Sarri and Trihopoulou (2005) | Studied on the skills and competencies of women. | The skill sets and competencies make a woman completely unique. These traits aid them to unify business and family lives, managing both efficiently |
| Gundry, yoseph and posig, (2002). & Helms, (1997) | . Hindrances that bind women's potential and resource | Women empowerment is the real barrier left acknowledged by the society. Thus the potential of women remains unexploited and unrealised, which can otherwise be a powerful resource in the economic growth. |



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| | | |
|---|---|---|
| Still and Timms (2000) | Studied on the hindrances that women face in their entrepreneurial pursuits and how they cope with their personal and entrepreneurial commitments. | In order to maintain balance between conducting a business and stabilizing family, women must effectively deal with the "domestic division of labor and time poverty". Added to these, factors like gender stereotypes, restricted access to networks and mentoring, may become a stumbling block to effectively run a business. |
| Wennekers (1999) | Discrimination of the efficacy and potential of women based on gender | Women are universally considered to be weaker gender both physically and emotionally. Consequently career prospect to develop themselves into business professionals is an unexplored domain that requests attention. |
| Orhan and Scott 2001; Still and Timms (2000; McKenna 1997) | Evaluated the motivating factors required for women start up entrepreneurs | One of the factors that inspire women to initiate business is her penchant towards setting up her personal business. |

*a) Women - As Entrepreneurs: A Context Lens for Women Entrepreneurship Research*

In recent times businesses owned by women are spearheading in the economies all across the globe. The growing sensitization of motivating women to start up their personal business has had a positive impact on the role and economic status in the society. This has been successful in unveiling the hidden entrepreneurial potentials of women. Women are bestowed with the skill sets essential for meeting the challenging roles demanded for entrepreneurs. The key reasons for women to emerge into business ventures are expertise, knowledge and malleability required in business pursuits. Accepting difficult roles that demand courage and skill to meet her personal needs and become economically independent are inherent in her. An irrepressible desire with the incorrigible will power to do something progressive is an intrinsic quality of women entrepreneurs. She is capable of inculcating the ethics and principles, and permeating the same in both personal and communal life.

## III. Results

*a) Role of women as an entrepreneur*

i. *Imaginative*

It further indicates that women who start small business have an association with highly knowledgeable and practiced people and choosing the true organization, offering support and services. It refers to full of imagination approach or original ideas with competitive market faced by women. A properly-knitted plan is desirable to scrutinize the existing situation and to identify the possible platforms of showcasing creativity and novelty in business along with business opportunities.

ii. *Persistence*

Women entrepreneurs are very persistent in achieving their business target and in satisfying their dreams. They have to make a dream moved from one place to another into an idea business. Studies show that successful women work hard. Female participation has always been indispensable for the economic development of the nation (Langowitz and Minniti, 2007) because it provides support to help surface their hidden calibre to demonstrate themselves in the societal platform (Eddleston and Powell, 2008). It also gives to the well-being of the overall process of people making, selling, and buying things.

iii. *Ability and desire to take the risk*

The desire refers to the condition of mind where someone will certainly do something if required to take risk and the skill in planning making forecast success. Success, according to Mani (2011) is dependent on the age compositions. Young small business starters are more willing to changes than older small business starters. On the other hand, older small business starters have reached knowledge and experience throughout their years in business.

*b) The Social Context: Towards Household and Family Embeddedness*

There are two factors responsible for driving women entrepreneurs in their entrepreneurial venture, namely the Push and the Pull factors. Stevenson, 1986 and Itani et al., 2011opine that the organized row of factors may edify in diverse degrees to either motivate or de-motivate a woman into business ownership.

There are diverse aspects that inspire a woman to develop into an accomplished businessperson. Robinson (2001) has referred these aspects to both as push and pulls factors. While the push factor is normally allied with negative conditions; the pull factor is ascribed to positive growth. Push factors result from job dissatisfaction, disappointment, little income or lack of good job prospect. Whereas, the pull factor, may cause due to the need for self-accomplishment and in helping others. Push factors mean those influences, which push



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people toward small-business starting. For an instance, husband and support from other members of the family also inspires women to start their own business venture. Pull factors include influences, which attract people towards starting a small-business. The same influence can become a push factor for one individual but may be a pull factor for another. Unemployment as an example can motivate as well as demotivate the mind. Push and Pull factors have a hit/effect, for example, on a person's desire to do something or the reason for doing something.

*Table 2*

| Key motivational factors | |
|---|---|
| *Pull factors* | *Push factors* |
| Autonomy and independence | Dissatisfaction in the labor market |
| Personal satisfaction and achievement | Need for greater income redundancy |
| Vision of being an entrepreneur | Unemployment |
| Fissure in the market | Last resort |
| seeking for a challenge | Family support |
| Discarding stereotypical feminine characteristics | |

*Source: Authors' compilation*

c) *Qualities of women entrepreneur*

i. *Accept challenges*

The commendable trait that successful women own to start small business is their strong sense of purpose. Great and accomplished personalities such as Coco Chanel, Mary Kay Ash and Oprah Winfrey lived a purposeful life. To emphasize further, it is this same sense of purpose that reflected in their business enterprise. This is the reason as to how their trade and brands stood steady with the test of time. In fact, they possess the ability to work long hours with very little sleep. What majority of the people fail to understand is that small business starter's work for longer stretch of hours than most of the workers. They shuffle between their family and business duties. Women set goals. Goals are dreams that demand proper planning for better execution. Reviewing the plan over and over again along with the progress of the goal set in front will facilitate to track the progress of the entrepreneur towards its realization. Record the reward when the goal is successfully-reached as constant success demands a plan.

ii. *Ambitious*

Struggling women are likely to have amazing inner forte and mettle to strive harder. They use difficulty to their advantage and at the end of this tussle, they are better and more valued person. The Desire to do great things is one of the qualities of successful small business starters. Successful small business starters think big and do things big. They are never satisfied (by meeting a need or reaching a goal) with their existing feats of achievements. They demand more challenging competition in trading with their rivals. They firmly believe there is always room for constant improvement and they go for it. Mukesh Ambani controls the world's largest economy (big place that makes gasoline, etc., from oil). Similarly, Lakshmi Mittal built Mittal Steel to become the world's largest steel producer and Aliko Dangote, the richest man in the world controls the largest cement factory in Africa. A strong-minded woman parades confidence. When women are strong minded, it supplies power, possess a healthy self-image and take responsibility for their life. The creative spirit in an entrepreneur by its very innate nature, compels her to reflect on the prospects, risks and openings that are still unexplored.

iii. *Hard work*

Small-business starting is a long process and successful business women are aware of that. Business world is very dynamic and change is the only thing that can take it forward. Today's invention can be a futile trash tomorrow; the creator of fresh ideas today will become impractical tomorrow. Successful women keep studying and learning continuously in order to stay on course with the dynamic nature of change. They read industrial journals, books, and magazines to keep themselves updated and abreast of all knowledge. They attend (school) courses and update themselves regularly with the latest industrial general way things are going. Successful female small business starters know that their cup is never full. The spirit of enquiry keeps the momentum to search for their query. So they humble themselves and learn a lot.

iv. *Patience*

Another feature possessed by successful women small business starters is constant trying not going away. Opening a business is just one side, but sticking to the creativity to drive business process is what matters the most. Entrepreneurs must give a good fight and continue to toil, persevere and labour hard for accomplishing entrepreneurial success. Without constant trying it is impossible to become a successful business woman.

v. *Motivation*

Successful small business starters are great leaders with a well-thought leadership success plan of



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reaching goals with motivation. They possess the ability to bring out the best in their workers. They inspire ability to create interesting new things and help develop invention of new things. They also have the ability to hire and lead smarter people. This is another feature of successful small business starters. Successful small business starters have the ability to see opportunities, where others see only the problems and difficulties. They are optimistic and firmly believe that behind every problem lies an opportunity. Successful small business starters are the drivers of ability to create interesting novel things even in the middle of difficulty.

There are ample reasons that can be explored by different researchers on why women leave the traditional jobs with a specific end goal to venture into the field of entrepreneurship. It has been reviewed in the past studies that some intrinsic and extrinsic motivations, for example, accomplishment, autonomy, one's own power are comprehensively analyzed with respect to their effect toward the start-up stage (Brockhaus and Horwitz, 1986). In a review led by the US specialists Hisrich and Brush (1987), it was identified that individual intentions and objectives have an association with execution in female ventures.

vi. *Overcoming the obstacles*

Studies show that about 70 percent of the newly established companies of the United States are dissolved within the first 3 years of their activity. However, the rate of the bankrupt companies that are founded by the women is lower than average. The women can turn the threats into opportunities for the company. The woman entrepreneurs must learn to take a lesson from every problem that shows up. Gradually, they will realize that the problems are not as big as they have imagined.

vii. *High self-confidence*

Being powerful and self-confident do not mean being aggressive and bold. On the contrary, self-confidence and power mean creativity and moving on the right path. When the individual has a positive image of herself and is responsible she has a stronger sense of entrepreneurship, and the others will cooperate with her in a more confident and sure manner. Statistics show that among the men and women entrepreneurs, about 45 and 51 percent possess this characteristic respectively.

*d) Factors affecting the performance of female entrepreneurship*

i. *Business expertise*

According to the literature on woman entrepreneurship, learned business experience has a good and effective control on the idea of opening up a new company of their own (Lerner et al. 1997; Marlow 1997; Singh et al. 1999). Generally, women lack business experience than men (Fisher et al. 1993).

ii. *Managerial skills*

Past researches (Loden 1987; Rosener 1995; Dinur 2011) have suggested that women behave differently from their male counterparts, in the way they perform their managerial functions. Specifically, it would appear that women business owners adopt a professional style based on the cultural and social values that are different from those of men (Helgesen 1990).

iii. *Structural, Socio-economic and Cultural Limitations*

There are various factors according to the sociological theories which depicts that social structures (the workplace, the family and social life) generate difficulties in a women's career and hinders from getting into the field of entrepreneurship which directly influences their level performance (Aldrich, 1989). Entrepreneurial attitudes are part of the business surroundings and have an immense significance for female entrepreneurs (Baeva, 2004). A general view of today's society is the development of society that takes care of the gender equality. Factors such as occupational isolation and traditional family responsibilities do not only restrict them in their choice of businesses but, also set the goals of their new ventures (Aldrich 1989). The institutional barriers that women endure and undertake have huge effect on their performances. Another obstacle faced by women entrepreneurs is the dearth of business knowledge and low intensity in networking with other counterparts (Allen and Truman, 1993). Therefore, in countries like the US and Canada the women are provided with training, networking opportunities and information related to businesses (OECD, 1993; Brush, 1992). Cultural plays a significant responsibility in the business sectors for the growth and development of women entrepreneurs.

*e) Challenges faced by the Indian women Entrepreneurs*

*Conflicts between Work and Domestic Commitments:* The family obligations that women compulsorily need to follow block them from becoming prosperous entrepreneurs in both developed and developing nations. According to Starcher, (1996) older dependent family members can extend a helping hand so that women can devote all their time and energies to achieve their business goals.

*Gender gaps in education:* Being cognizant about the intricacies and risks about business ventures can make women entrepreneurs successful. While women are taking major strides in qualifying themselves for attaining knowledge at the principal and secondary levels, they need to be trained efficaciously. They should acquire thorough vocational and technical skills with work experience that will thereby support and develop highly productive businesses.

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*Lack of finance:* Availing the seed capital and investing it for initiating a business is one of the most common challenges that women entrepreneurs' surface. This fiasco is exacerbated further for those women who are obstructed as they lack personal identification, property in their own name and the need for their husband's countersignature on many documents.

*Legal constraints in family law*: The institutional and legal procedures involved for business proprietorship is sloppy and this laxity in implementing the legal processes impede the growth of female-owned enterprises. A further prominence on regulating the law in the private sphere specifically for those related to marriage, inheritance and land ownership, if strictly monitored and regulated without being bigotry can remove the hindrance and allow women to have access on her assets that can be used as collateral when securing a loan. This will facilitate women to stand on her own toes without being a dependant anymore.

## IV. Discussion

In order to be successful in their entrepreneurial pursuits, women entrepreneurs need to be motivated by the surrounding environment as well as need to stimulate her inner self. Family needs to play a significant role and at times demand from them to be flexible. This flexibility will enable her to drive the challenge ahead. Among all the drivers and inspiring factors, achieving a balance between job and personal responsibilities is one of the significant factors that motivate women to initiate an entrepreneurial project. In a recent study made on Pakistani women entrepreneurs, it was felt and identified by the participants that opening their own business not only gives them flexibility to manage business and family roles but additionally provides to them a sense of individuality and liberty which eventually fortify their self-reliance in dealing with the male conquered world.

Some women have also reported that "need for money" is also one of the important motivating factors. Some of the women entrepreneurs have also left the corporate ladder and entered into the entrepreneurial career for the necessity to have balance. Time being the chief cause, women entrepreneurs feel that running one's own business permits one to manage his time effectively, which is quite challenging in a full-time occupation.

While support from the spouse and family plays a pivotal role for women entrepreneurs in their endeavors, family background and attitudinal drivers also has a positive impact on their entrepreneurial ventures and in developing an entrepreneurial behaviour. In the same study on Pakistani women entrepreneurs, some of the participants reported that their parents owned their own businesses, so they have a business oriented culture at home. They got inspired from their parents from an early age, and developed attitudinal behaviour of "being her own boss". Some of the women entrepreneurs have also left the corporate ladder and entered into the entrepreneurial career for the necessity to have balance.

"It is my own time. I can juggle around my meetings and everything. I can set my appointments accordingly. I can do things according to what my family demands from me and what my business needs are ...Sometimes, my son has parent teacher meeting and I have to go so I would take off for two or three hours. This is how I balance my life and this is the privilege you have in your own business" (R20).

Spouse and family support also are the influential reasons that motivate women to start their own trade. While some of the respondents reported that they lack the support of husband and family in their entrepreneurial initiative, others seized the support of their husbands which proved to be a great source of motivation. One of the participants mentioned the role of her husband, as follows:

My husband has been very supportive and open. He just let me do whatever I wanted to do. In fact he has been one of my key motivators and my advisor as well. Whenever I gave up or I felt a bit low and said oh no more! I cannot do this, or I cannot go again – all these kinds of things, I found him always being there to motivate me and to keep me going (R7).

One of the biggest challenges for a women entrepreneur in her journey towards entrepreneurial success are the hardships involved in achieving work-life balance. In the same study on women entrepreneurs, it was also identified that lack of satisfactory time, husband's laxity and lack of cooperation in domestic tasks, cultural, societal and family models, as well as gender biases are the key challenges they have to face in their everyday existence. In the same study it has been discussed by the participants that they had to work very hard to manage the overload of work and domestic responsibilities due to which their quality of personal life writhed. Women entrepreneurs highlighted that managing with the challenging demand of both (work and family) roles they have to work for extended time, which significantly affects the quality of the life of women entrepreneurs. They also pointed out that getting husband to share domestic responsibilities sometimes presents a great challenge because of the cultural, societal and family norms. Below are some of the excerpts from their interviews:

A Pakistani man usually doesn't like to be in the kitchen (R10). It sounds or seems odd for guys to look after or take charge of any of the domestic responsibilities. As they don't have training for that by their moms, they have always been pampered as "son of the family" – as the breadwinners. So it was hard for me to get my husband on the track that we have some



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shared responsibilities as well. If not domestic chores then some external affairs like pick and drop of the kids or something like that. I have to see where he can share and support me without any hesitation and without any embarrassment in front of society and family (R4).

The above discourse suggests that in a traditional and conservative place like Pakistan, patriarchal outlook doesn't allow men to share the domestic responsibilities. The socialisation process from the nascent stage of an individual are contoured within the jurisdiction of customs and taboos. The difference in socialisation practices has led to the construction of paradigm gender imbalance and irregular division of work and chaotic lifestyle. This further result in other difficulties cropping up like high expectations from family and society; about men and women and their behaviour and codes of conduct in the society (Eagly and Karau, 2002). Therefore, it is a huge obstacle for women to share responsibilities with their spouse and family. Family prestige gets tarnished when a woman step out of her threshold. This construction of family status and honour also pose as a challenge to get approval of business, one of them said:

"My father was not supportive though I was married at that time when I started my own business. He doesn't believe in women working outside their homes, in fact, his daughter working for earning money. He said: "people would make fun of me that you are a prominent businessman and your daughter is selling books" (R14).

It is evident with the help of this study on Pakistani women entrepreneurs that even while living in the twenty-first century, Pakistani women are still exposed to challenges related to society, culture and family. It is a herculean task for the aspiring women entrepreneurs to face and overcome all challenges and achieve success in their endeavors. Yet another mounting barrier for successful entrepreneurship is peer jealousy. Deleterious action of women towards their fellow women is the most frequently reported challenge that women entrepreneurs confront. It is an accepted fact that this non-professional attitude or outlook cannot change the bargaining position of a women entrepreneur compared to male entrepreneurs. This has led to the germination of gender stereotype that "women are not serious business persons" and they take business nonchalantly. Women also reported that in some circumstances managing both professional and business commitments becomes even harder where both roles restrict and arbitrate with each other. Among other challenges, some women have also reported that joint family system also poses a giant challenge in their ways. They have to overstrain (stretch themselves) and overwork at times to keep the in-laws contented. They have to stretch themselves more to please and gratify them. They expressed that if husband's family (in-laws) is not happy with your work they may not let you work properly so in this situation your work and family balance will go out of the window.

## V. Conclusion

Empowerment of women entrepreneurs is vital for achieving the goals of sustainable development. Apart from imparting training programs, mentoring, trade fairs and exhibitions also can be a source for entrepreneurial development among women. This study will be valuable for educators, counsellors, policy makers and trainers and also for the female entrepreneurs. The findings of this research have shown some implications for future practitioners and researchers who aims to study further about women entrepreneurs. Another very important implication taken into consideration for future research is the fact that factors identified by this study can be instrumental to build a model for women entrepreneurial success.

It is concluded that women entrepreneurs have two domains of work and family that is almost inescapable. To strike a balance between both is the real challenge posed to them. For a woman to achieve entrepreneurial success in each domain requires leadership skills, including forecasting, scheduling, organising, delegating and building relationship. When a woman decides to start her own trade, she must recognise that each domain cannot stand on its own, and cannot be managed as separate entities either. Each domain though separate is a unified whole and hence inseparable. They have to be integrated and closely knitted into real life. The unforeseen challenges that come in regular process of life cause natural overlapping of roles and responsibilities. For example, a child gets sick or has a school requiring time away from business, will result in overlapping of personal and professional responsibilities. Some scholars have suggested the benefit of inclusion of "family embedded ness perspective" in entrepreneurship literature: suggesting that rather than treating work and family as separate domains, business and family are inextricably intertwined institutions with observable effects on one another (Aldrich and Cliff, 2003; Dupuis and de Bruin, 2003).

The overlapping of roles is unavoidable and cannot be controlled. Therefore they have to be integrated into real life. It is with each overlap that strength can be identified and a perfect balance is achieved. This model suggests that when the two roles are expected to operate at the same time there has to be some interconnectedness that would allow the entrepreneur to draw strengths from both roles being connected. White et al. (2003) suggested that employees should consider, "integration of your personal and professional lives as a process rather than a destination". This concept is even more critical for women entrepreneurs whose roles are more complex



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than employees of a corporation. Therefore, by integrating together the two domains a woman entrepreneur may able to function with the strength of combining both entities. This dual force will equip her with enough forte and resilience required to fight her good fight.

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