Female Owned Business and Male-Owned Business regarding Managerial Skills with respect to Jalgaon District: The Comparative Study

Dr.Veena P.Bhosale*

Abstract

Female entrepreneurs still face some social injustices that affect their profitability and success compared to their male counterparts. There are often major differences between the two gender groups in terms of success, market entry and profitability. This study takes a different approach by examining gender and the managerial skills they possess, its influences on enterprise acceptance.

The purpose of this study is to study the Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) to finds out perception about Managerial Skills among male and female entrepreneurs. To compare the view of both, Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) as far as Managerial Skills are concerned and to conduct a comparative study on female-owned business enterprises (FOB) and male-owned business enterprises (MOB). Findings of the study accepts alternative hypothesis which proves that there is significant difference between the Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) in their Managerial Skills. In top management, these skills are essential to run an organization thereby. The study concludes that, whatever the situation may arise, the mindset of respondents' have not been changed as far as Managerial Skills is concerned regarding Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) and they continue to believe in males entrepreneurs than their female counter parts.

Keywords: *Female-owned businesses, Male-owned businesses, Managerial Skills, Entrepreneurship*

Introduction

There are an increasing number of women who are starting their own businesses. Many are leaving the workforce and are pursuing entrepreneurship as an alternative. There has been extensive research on examining female-owned business enterprises (FOB). It is still an area of research that has the potential to keep the researcher intrigued. Furthermore, FOBs are still experiencing gender-related barriers that act as an impediment to their success and prosperity. Moreover, there are several FOBs that are emerging in major and traditionally male-dominated industries. They are entering industries such as construction, agriculture, manufacturing, wholesale, and technology. As there are emerging trends in entrepreneurship and business ownership, FOBs continue to increase.

The majority of the prior research has devoted a considerable focus to gender differences and the struggles with female entrepreneurs. The prior research has addressed several aspects of female entrepreneurship and the barriers to their success: (a) Stevenson, 1986; Buttner and Rosen, 1989; Sexton and Bowman-Upton, 1990; (b) Brush, 1992; Kolvereid, Shane, and Westhead, 1993; Fay and Williams, 1993; and (c) Freeman and Varey, 1997; Marlow, 1997; Sang Suk, and Stearns, 2012. Consequently, One of the most interesting aspects of research on female-owned business enterprises (FOB) is their success or failure rates. There were some critical studies concerning gender differences and firm performance. These studies have pointed to certain aspects that female entrepreneurs tend to underperform relative to men when the data is examined at the most aggregate level (Du Rietz &

*Assistant Professor, Department of Management, KCES' COEIT, Jalgaon
veenapbhosale@gmail.com

Henrekson, 2000). Furthermore, there were sharp structural differences between male and female entrepreneurs, where female entrepreneurs, among other things, tend to run smaller firms, be under represented in manufacturing and construction, tend be less export-oriented, and disproportionately reliant on households as customers (Du Rietz & Henrekson, 2000). Female-run businesses tended to primarily have women customers, supporting the proposition that women tend to set up "traditionally" female run businesses.

Review of literature

A majority of the prior research on comparing female-owned businesses to male-owned businesses has been very multifaceted. Based on the prior literature there is a large body of the research has concluded that there are some gender differences between female-owned businesses and their male counterparts.

The majority of the prior research on gender differences in entrepreneurship focused on six categories: (a) gender differences in personality traits and behavioral characteristics; (b) gender differences in startup dynamics; (c) gender differences in education and training in entrepreneurship; (d) gender differences in firm performance; (e) gender differences in financing and startup capital; and (f) gender differences in venture risk

Some of the prior research studies have focused on gender differences in personality traits and psychological and behavioral characteristics. Still there are social perceptions and prevailing myths about female entrepreneurs and their business success (Ahl, 2002; Menzies, Monica &Yvon, 2004; Minniti, Arenius & Langowitz, 2004; de Bruin, Brush, & Welter, 2006; Billore, Zainuddin, Al-Haj, & Halkias, 2010).

Many of the prior studies found there were no specific differences in personality types between males and female entrepreneurs. Thus, there was no specific personality type that can be described as female or male entrepreneurs' personality characteristics (Chu, 2000). Gender is attributed to individual characteristics. Males and females differ in their management characteristics in the owner-manager businesses (Romano, 1994; Mukhtar, 2002). Compared to males, females tended to have lower incomes, preferred to work part-time, and had perceptions of poor opportunities (Baron, Markman, & Hirsa, 2001; Cowling & Taylor, 2001; Zinger, Lebrasseur, Robichaud & Riverin, 2007).

Interestingly, there were no differences in overall usage based on gender, frequency, determinants (such as perceived usefulness and perceived ease of use), and traits (such as perseverance and flexibility) observed differences based on gender; male entrepreneurs recorded higher usage frequency than females (Ndubisi, 2008). There were gender discrimination differences between female and male entrepreneurs (Sexton & Bowman-Upton, 1990; Bruni, Gherardi, & Poggio, 2004).

Men and women did not differ in their entrepreneurial intentions. Furthermore, females who perceived themselves as more similar to males (high on male gender identification) had higher entrepreneurial intentions than those who saw themselves as less similar to males (low male gender identification) (Marlow, 1997; Gupta, et al, 2009). Female entrepreneurs have different personal characteristics and motivations for pursuing business ownership (Heilman & Chen, 2001; Marlow, 2002; Sarri & Trihopoulou, 2005).

Women were much less likely than men to perceive that they have the ability to be an entrepreneur (Thebaud, 2011). Significant differences emerged between females and males in terms of gender specifics in entrepreneur personal characteristics. Those differences in characteristics were related to certain psychological motivational factors and social capital categories, but not human capital (Širec & Močnik, 2011). The following hypothesis was developed from the preceding literature and prior research

Some of the prior studies have concluded there are gender differences in motivating factors with starting up business enterprises. Both genders have a variety of reasons for starting a business venture. Women (as well as men) were primarily motivated by autonomy, achievement, a desire for job satisfaction and other non-economic rewards (Cromie, 1987). Other contributory factors in determining gender differences between male and female entrepreneurs were: (a) family and social background; (b) differences in education level of both sexes; (c) government policies; and lastly, (d) country and social roles (Stevenson, 1986).

Gender differences tend to influence management and communication styles, entrepreneurial behavior, and impact the quality of working life of a company's workforce has been substantiated. Gender differences are apparent in startup ventures (Brush, 1992; Carter & Allan, 1997; Freeman & Varey, 1997; Orhan & Scott, 2001; Bird & Brush, 2002).

There were no gender differences concerning the perceptions of restraints to start-ups (Kolvereid, Shane, & Westhead, 1993; Mirchandani, 1996; Miaoulis, Brown, & Saunders, 2005; Hughes, et al., 2012). Female entrepreneurs tend to be similar to the majority of the male population of entrepreneurs that are constantly under threat (Lewis, 2006). There are differences between male and female entrepreneurs in terms of restricted access to markets (Bates, 2002).

Interestingly, in the field of science, there were some notable gender differences. Male and female science entrepreneurs displayed similar motivations for entrepreneurship, but collectively differed from their non-academic entrepreneur counterparts. Women science entrepreneurs also faced additional problems with work life balance conflicts and social networks (Rosa, & Dawson, 2006). Other studies noted gender differences by firm characteristics. Business ventures managed by men tended to be bigger and exist longer than the ones managed by women. However, in the case of establishing a business, both men and women were very similar (Startienė & Remeikienė, 2008).

Economic and enterprise support policies tend to contribute to the perpetuation of disadvantages faced by many female entrepreneurs (Browne, Moylan, & Scaife, 2007). Critical success factors such as family support, knowledge, communication skills, knowledge of business, product competency, business capability, and availability of resources were found to affect the success of business ventures and gender differences (Narayanasamy, Rasiah & Jacobs, 2011).

There were some critical studies concerning gender differences and firm performance. Female entrepreneurs tend to underperform relative to men when the data is examined at the most aggregate level (Du Rietz & Henrekson, 2000). Furthermore, there were sharp structural differences between male and female entrepreneurs, where female entrepreneurs, among other things, tend to run smaller firms, be underrepresented in manufacturing and construction, tend be less export-oriented, and disproportionately reliant on households as customers (Du Rietz & Henrekson, 2000). Female-run businesses tended to primarily have women customers, supporting the proposition that women tend to set up "traditionally" female run businesses. However, men were found to have a more even spread regarding the gender of their customers (Birley, 1987).

The relationship between gender and business performance is complex. There were no significant differences in profit margins, however female-owned enterprises tend to grow more rapidly in terms of employment compared to male-owned business enterprises (Rosa, Carter, & Hamilton, 1996; Davidson & Burke, 2004; Chirwa, 2008; Popescu, 2012; Sang Suk, & Stearns, 2012). However, other studies argued that female entrepreneurs relatively underperformed compared to their male counterparts (Inmyxai, & Takahashi, 2010). The emergence of a gender gap in entrepreneurship is attributed to changes in demographic variables, different value systems and factors (Startien & Remeikien, 2008).

Some of the prior research found that on average women invested less time in the business than men. Women invested less time in the business than men because of a lower (expected) productivity and a lower preference for work time (Verheul, Carree & Thurik, 2009). The role of gender is apparent in the differences between FOBs and MOBs in terms of financial performance (Collins-Dodd, Gordon & Smart, 2004)

However, despite the extensive research on female entrepreneurship that encompasses several areas, there is a gap in the literature. An unexplored area is an investigation of managerial skills of female business enterprises. An investigation of this issue is important so this paper builds on the prior research on female entrepreneurship and provides insight into the managerial skills of female-owned enterprises and a comparison is made with the managerial skills possesed by male Entrepreneurship

Background of the study

Management Skill and Female Entrepreneurship

Management skills can be defined as certain attributes or abilities that an executive should possess in order to fulfill specific tasks in an organization. They include the capacity to perform executive duties in an organization while avoiding crisis situations and promptly solving problems when they occur. Management skills can be developed through learning and practical experience as a manager. The skills help the manager to relate with their fellow co-workers and know how to deal well with their subordinates, which allows for the easy flow of activities in the organization.

Good management skills are vital for any organization to succeed and achieve its goals and objectives. A manager who fosters good

management skills is able to propel the company's mission and vision or business goals forward with fewer hurdles and objections from internal and external sources.

Management and leadership skills are often used interchangeably as they both involve planning, decision-making, problem-solving, communication, delegation, and time management. Good managers are almost always good leaders as well. In addition to leading, a critical role of a manager is to also ensure that all parts of the organization are functioning cohesively. Without such integration, several issues can arise and failure is bound to happen. Management skills are crucial for various positions and at different levels of a company, from top leadership to intermediate supervisors to first level managers.

Objectives of the Study:

1. To study the Female-owned business enterprises (FOB) and male-owned business enterprises (MOB)
2. To find out perception about Managerial Skills from both male and female entrepreneurs.
3. To compare the view of both, Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) as far as Managerial Skills are concerned.
4. Hypotheses of the Study:

   Ho- There is no significant difference between the Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) as far as Managerial Skills are concerned

   H1- There is significant difference between the Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) as far as Managerial Skills are concerned.

Research Methodology of the Study:

The respondents have been selected on the basis of experience.in running the enterprise, the enterprise that have completed more than 5 years were taken under consideration. However, men were found to have a more even spread regarding the gender of their customers

The study is based on critical evaluation and analysis of basically Primary Data. The primary sources of data include entrepreneurs. A study is undertaken in the sampled regions to see its impact for which a detailed questionnaire is prepared to collect relevant information from the primary source for the guidance of the researcher. With the help of the questionnaire, detailed discussions were made with the certain sources of primary data to understand their views, thinking and attitude which would help to give the researcher useful recommendations, if any. The questionnaire is processed with the help of statistical tools like tabulations, grouping, percentages, averages, testing of hypothesis etc.

As far as Managerial Skills are concerned, following factors are taken into consideration viz, managing manpower, office administration, managing business and risks, estimating business trends, trusting a key employee, betting on a crucial deadline etc. These factors were carried on the study inferences from pilot survey whichever researcher had done in prior.

Researcher selected entrepreneurs from Jalgaon district. Sample sizes of 150 entrepreneurs have been taken which includes 75 male and 75 female entrepreneurs. Researcher collects data through Primary and Secondary sources. Researcher distributed 150 questionnaires among the respondents.

Limitations of the study

1. The study is based on limited geographical area.
2. Further variables could be added for the purposes of detail study.

Data Analysis

Table 1. Details of selected sample

Sr. No.	Gender GroupWise	Questionnaire distributed	Questionnaire received	Questionnaire rejected (due to incomplete, wrongly filled	Net Sample size for study
1	Male Entrepreneurs	75	69	4	65
2	Female Entrepreneurs	75	66	2	64
	Total	150	135	6	129

Testing of Hypothesis

H0: There is no significant difference between the Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) as far as Managerial Skills is concerned

H1: There is significant difference between the Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) as far as Managerial Skills is concerned

Mathematically

Table 2. Testing of Hypothisys

	MOB	FOB
Mean	4.23	2.94
Variance	0.20	0.10
Observations	65	64
Hypothesized Mean Difference	0.00	
df	116	
t Stat	18.91	
P(T<=t) one -tail	0.0000	
t Critical one -tail	1.6581	
P(T<=t) two -tail	0.0000	
t Critical two -tail	1.9806	

Here level of significance is 0.05

Thus, the null hypothesis which states that there is no significant difference between the Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) as far as Managerial skills is concerned is rejected. Alternatively, alternative hypothesis is accepted that there is significant difference between the Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) as far as Managerial Skills is concerned.

Findings

1. It is observed from the primary data that the most vital factor about Managerial Skills between Female-owned business enterprises (FOB) and male-owned business enterprises (MOB) among the respondents' perception is that, "Managing Skilled manpower". This is the main key factor which leads male than that of Female.
2. There are two parameters on which female entrepreneurs are ahead of male entrepreneurs are: 1. Trusting a key employee, 2. Betting on a crucial deadline.
3. Male entrepreneurs are more likely to exhibit autocratic management style, while female entrepreneurs tend to show participative or consulting management style.
4. Majority of women choose not to grow their business in order to achieve work life balance in their life.

Suggestions and Conclusion

Female entrepreneurs also bring different qualities to the business and through hard work they are overcoming many of the challenges they are facing. The problems faced by them are less restrictive than those faced by their predecessors of past decades. Women entrepreneurs are making significant progress in the entrepreneurial field and they are making a significant impact on the economy. More women choose not to grow their business, because the interest of the family does not get into conflict with the business. Women enter into entrepreneurship for achieving independence and control over their working lives. From the above analysis, we can conclude that, whatever the situation may arise, the mindset of respondents' have not been changed as far as Managerial Skills is concerned regarding female-owned business enterprises (FOB) and male-owned business enterprises (MOB) as they believe in males as that of female.

References

1. D. Anthony Miles, "Are Female-Owned Business Ventures Riskier Than Male-Owned Business Ventures? A Comparative Study of Gender Influences on Economics and Entrepreneurial Risk Patterns ", International Journal of Advanced Research (2013), Volume 1, Issue 10, 761-783, ISSN 2320-5407.
2. Miles, D.Anthony (2011). Risk Factors and Business Models: Understanding the Five Forces of Entrepreneurial Risk and the Causes of Business Failure. p. 1. ISBN 978-1-59942-388-3.
3. "Risk Factors". Archived from the original on 2012-07-02. Factors in Business Risk
4. Jolly, Adam (2003). Managing Business Risk: A Practical Guide to Protecting Your Business. Kogan Page Limited. pp. 6–7. ISBN 0-7494-4081-3
5. Minniti, M., Allen, I., and Lango Witz, N., 2005, Global Entrepreneurship Monito, 2005, Report on Women & Entrepreneurship, Babson Portk, M.A.: Babson College
6. S. C. Gupta and V.K.Kapoor (2006). Fundamentals of Mathematical Statistics, Sultan Chand & Sons Educational Publishers, New Delhi
7. "Comparison of male and female Entrepreneurs-An Empirical Study."International Journal of Engineering and Managment Research.Pg No:138-143
8. https://en.wikipedia.org/wiki/Managerial skills.