

“A Study On Leadership Style Evaluation Among Women Entrepreneurs In Salem District”

Mrs.G.Madhumadhi¹ , Dr.R.Anand²

¹Research Scholar, Department of Business Administration, Annamalai University, Chidambaram, madhumadhig198@gmail.com

²Associate Professor, Department of Business Administration, Annamalai University, Chidambaram, aaraaayen@gmail.com

Abstract

Women entrepreneurship has grown knowingly all over the world, and it is widely established that entrepreneurship is imperative for economic growth and wealth. Despite those facts, women's participation in entrepreneurship is lower than men's in almost all societies. Those miracles get the attention of scholars from diverse disciplines, all of them interested in the behaviour and profile of female entrepreneurs and their business success rates. Several isolated factors were studied, with positive and negative effects on each stage of the entrepreneur process, for women entrepreneurs, so the purpose of this research is recognized, categorize by their impact and organise those factors in relation to the stages of the entrepreneur process.

Keywords: Self-employment, Women entrepreneurship, leadership styles

1. INTRODUCTION

The aim of the study was to examine the leadership styles adopted by the women entrepreneurs in Salem city, and provide inputs to enhance the leadership style. A number of leadership styles are reported in the literature however this section mainly focuses on leadership styles including autocratic, democratic, bureaucratic, charismatic, laissez faire, transactional, transformational leadership styles.

2. REVIEW OF LITERATURE

Keeping in view the domain of the research, the past literature and extant literature related to the present investigation were explored. They are discussed as follows:

Veliu, L., Manxhari, M., Demiri, V., & Jahaj, L. (2017), examined that the leadership style is the most prevalent factors that influence employees' attitudes and behaviors including organizational commitment. The study has

examined the leadership style and their effect on employee performance. The purpose of this study is to understand the effect of different leadership styles on employee performance in an organization.

Keskes, I. (2014), discussed the relationship between leadership styles and organizational commitment dimensions and shown how leadership dimensions can influence employee organizational commitment. Suggested, that transformational leadership is positively associated with organizational commitment in a variety of organizational settings and cultures. This study focused on organizational commitment with its three components affective commitment, continuance commitment, and normative commitment.

Eagly, A. H., Johannesen-Schmidt, M. C., & Van Engen, M. L. (2003), showed that a

meta-analysis of 45 studies of transformational, transactional, and laissez-faire leadership styles found that female leaders were more transformational than male leaders and also engaged in more of the contingent reward behaviors that are a component of transactional leadership.

Yadav, V., & Unni, J. (2016), studied on women entrepreneurship had witnessed a rapid growth over the past 30 years. The findings suggest that there is still a long way to go in terms of building a strong theoretical base for research on women entrepreneurship.

Koneru, K. (2017) explained that the educated Indian women have to go a long way to achieve equal rights and position because traditions are deep rooted in Indian society where the sociological set up has been a male dominated one. The researcher describes that the women leaders are assertive, persuasive and willing to take risks.

ENE, I. S. (2018), examined that the Leadership is the art of influencing others (De Pree, 2004). He also showed that today's organizations need effective leaders who understand the complexities of the rapidly changing global environment (Nahavandi, 2002). Finally, he says that different leadership styles may affect organizational effectiveness or performance.

Clarke, K. S. (2014), analysed that the purpose of this study was to investigate the relationship between leadership styles, satisfaction with the leader, and leadership effectiveness as perceived by subordinates from multiple generations. The primary goal of this research was to inform leaders and organizations how leadership styles influenced team members' satisfaction with their leader, as well as leadership effectiveness. A secondary goal was to provide insight on the significance that leadership style has on a leader's ability to motivate subordinates to perform at their highest potential.

The purpose of this quantitative study was to investigate how the leadership styles

influenced subordinates' satisfaction with their leader, as well as leadership effectiveness. Understanding how and why different leadership styles influenced team members' satisfaction with the leader and leadership effectiveness expanded the body of knowledge and provided insight about the significance leadership style has on a leader's ability to motivate subordinates to perform at their highest potential.

Palanivelu, V. R., & Venkatesan, P. (2019), examined that the women entrepreneurs were regarded as a person who accepts a challenging role to quench their behaviour needs and to become economically independent by making appropriate adjustments in both family and social life. The economic factor acts as a support for financial support to develop the entrepreneurship.

Zareen, M., Razzaq, K., & Mujtaba, B. G. (2015), examines that the employee motivation is vital for the accomplishment of organizational goals. This study examines the value and impact of transactional, transformational and Laissez-faire leadership styles on motivation of banking sector employees.

Chasserio, S., Poroli, C., & Redien-Collot, R. (2016), reviewed that the entrepreneurial track was a source of innovation for women's leadership (Bel 2009). This study observed that these women's leadership reveals not only strategically transgressive attitudes, but also a radical rupture with a system of thought that tends to define leadership as an institutionalizing dynamic.

3. STATEMENT OF THE PROBLEM

A leadership style refers to a leader's individual behaviours when directing, motivating, guiding, and managing groups of people. They can also motivate others to perform, create, and innovate. More number of studies has recently been conducted on entrepreneurship of women. In most of the study the researchers found that gender had an impact on entrepreneurial and the

characteristics of entrepreneurial women became the center of research. Entrepreneurship has been criticized with gender difference since days along.

4. OBJECTIVES

The objectives relate to the leadership styles and the perception of leaders on how they function within their organization.

1. To study the socio-economic background of women entrepreneurs in Salem district of Tamil Nadu.
2. To study the leadership styles of women entrepreneurs.
3. To study the problems and constraints of women entrepreneurs.
4. To make suitable suggestions for the development of women entrepreneurship and their leadership qualities based on the finding of the study.
5. To suggest the relevant measures to improve performance of women entrepreneurs.

5. HYPOTHESES

The purpose of this study was to determine the impact of the leadership styles, which lead to sufficient job satisfaction level. The researcher proposed some of the hypotheses for the study are:

H01: There is an association between women entrepreneurs' demographic profile and their leadership styles.

H02: There is highly significant difference between women entrepreneurs' demographic profile and their leadership styles.

6. IMPORTANCE OF THE STUDY

It provides the details of the status of women, motivational factors and the socio-Economic background of women Entrepreneurs. It covers the Entrepreneurial performance of women, various constraints and problems encountered by them at various stages. The current study involved examining whether leadership styles and entrepreneurial orientation impact organizational performance and whether

demographics (i.e. age, gender, experience, qualification and designation) influence leadership styles and entrepreneurial orientation.

7. SCOPE OF THE STUDY

The scope of present study is limited to successful women entrepreneurs, who run small, medium and large size industries in Salem. This study is aimed to construe and examine the relationship between leadership styles and women entrepreneurs of Salem district, in order to indicate which leadership style is most preferred by the organisation.

8. METHODOLOGY

8.1 Research design:

The research design for the present study was based on 'analytical' and 'descriptive' research framework. A structured questionnaire was framed in order to elicit responses from the target respondents. The survey method using personal interview technique was also used for data collection. The data collected from the respondents was analysed with the help of appropriate statistical analysis tools and techniques.

8.2 Sampling design

In Salem, women entrepreneurs are engaged in Manufacturing, Trading, Service activities, etc. 420 samples were taken from the registered women entrepreneurs for the study. The researcher selected the respondents from the list of women entrepreneurs who have registered their business with District Industries Centre (DIC), Salem. Simple random sampling method was applied to collect response from 420 women entrepreneurs.

8.3 Source of data

The primary data is collected by survey research through Interview Schedule from successful women entrepreneurs and the secondary data were collected from the standard text books of related topic, important journals and published documents, records,

reports and booklets issued and maintained by District Industries centre, Salem.

8.4 Framework of analysis

Since the study uses simple random sampling method, only parametric tests could be applied. Analysis is done with the help of IBM SPSS Version 20. Simple percentage, Simple ranking and Chi-square analysis were performed.

9. RESULTS AND DISCUSSION

DESCRIPTIVE ANALYSIS FOR DEMOGRAPHIC PROFILE

DESCRIPTIVE STATISTICS TABLE

S.No	Demographic data	N	Mean	Std. Deviation
1.	Marital status	420	1.336	.4728
2.	Age	420	1.740	.7058
3.	Educational qualification	420	3.598	1.2311
4.	Parental occupation	420	2.619	1.1151
5.	Family Structure	420	1.650	.4775
6.	Women entrepreneurs association membership	420	1.857	.3503
7.	Year of establishment	420	2010.931	8.6748
8.	Nature Of Organisation	420	3.581	1.9396
9.	Type of organization	420	1.719	.8723
10.	Location of the unit	420	3.207	1.1278
11.	Nature of business	420	2.871	1.3299
12.	Number of persons employed in an organisation	420	1.612	1.5400

Table 1

RANKING ANALYSIS

S.No	Compelling reasons to start this unit	Number of Respondents	Percentage (%)	Rank
1.	To continue family business	79	18.8	II
2.	Compulsion of parents	37	8.9	V
3.	Unemployment	0	0	NIL
4.	Dissatisfaction with the job so far held	6	1.4	VI
5.	Educational qualification	72	17.1	III
6.	Need for self-development	161	38.3	I
7.	Profit motive	65	15.5	IV
8.	Any other			
		420	100.0	

Table 2

S.No	Facilitating factors influenced to start unit on particular place of this district	Number of Respondents	Percentage (%)	Rank
1.	Easy to set up (home village)	27	4.48	V
2.	Availability of labor	20	4.46	VI

3.	Availability of raw materials	0	0	NIL
4.	Marketing facilities	37	8.81	III
5.	Gov. Subsidies, incentives & concession	34	8.08	IV
6.	Previous experience	45	10.71	II
7.	Any other reason (please specify)	257	61.19	I
		420	100.0	

Table 3

S.No	What are the problems faced by you in the process of starting this business?	Number of Respondents	Percentage (%)	Rank
1.	Working capital	7	1.67	VII
2.	Investment fund	161	38.3	I
3.	Identifying a suitable location	45	10.7	IV
4.	Identifying a suitable product	46	10.6	III
5.	Getting registration	0	0	NIL
6.	Contact with officials	21	5	VIII
7.	Electric Power connection	36	8.6	V
8.	Family resistance	9	2.1	VI
9.	Fixing brand name of getting trade mark	0	0	NIL
10.	Any other, please specify	95	22.6	II
		420	100.0	

Table 4

S.No	What are the problems faced by you in running the unit?	Number of Respondents	Percentage (%)	Rank
1.	Working capital	94	22.4	I
2.	Availability of labor at cheaper rate	60	14.3	II
3.	Availability of raw material at cheaper rate	58	13.8	III
4.	Labor management	53	12.6	V
5.	Family problems	44	10.5	VI
6.	Fixing price for the product	40	9.5	VII
7.	Lack of product develop	55	13.1	IV
8.	Any other, please specify	16	3.8	VIII
		420	100.0	

Table 5 CHI-SQUARE ANALYSIS FOR DEMOGRAPHIC PROFILE WITH LEADERSHIP STYLES MARITAL STATUS AND LEADERSHIP STYLE

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	184.886 ^a	16	.000
Likelihood Ratio	218.432	16	.000

Linear-by-Linear Association	6.653	1	.010
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 6 Age and leadership style

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	398.715 ^a	32	.000
Likelihood Ratio	429.677	32	.000
Linear-by-Linear Association	1.530	1	.216
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 7 Educational qualification leadership style

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	978.124 ^a	80	.000
Likelihood Ratio	752.719	80	.000
Linear-by-Linear Association	6.893	1	.009
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 8 Parental occupation and leadership style

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	442.665 ^a	48	.000
Likelihood Ratio	370.004	48	.000
Linear-by-Linear Association	2.403	1	.121
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 9 Family Structure and leadership style

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	248.870 ^a	16	.000
Likelihood Ratio	322.978	16	.000
Linear-by-Linear Association	17.163	1	.000
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 10 Are you member of any association of women entrepreneurs and leadership style

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	195.940 ^a	16	.000
Likelihood Ratio	189.772	16	.000
Linear-by-Linear Association	3.828	1	.050
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 11 Year of establishment and leadership styles

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3226.591 ^a	288	.000
Likelihood Ratio	1601.364	288	.000
Linear-by-Linear Association	44.216	1	.000
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 12 Nature Of Organization and leadership style

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1234.141 ^a	80	.000
Likelihood Ratio	937.590	80	.000
Linear-by-Linear Association	13.435	1	.000
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 13 Type of organization and leadership styles

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	331.850 ^a	32	.000
Likelihood Ratio	392.610	32	.000
Linear-by-Linear Association	.084	1	.772
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 14 Location of the unit and leadership styles

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	550.995 ^a	48	.000
Likelihood Ratio	524.489	48	.000
Linear-by-Linear Association	8.016	1	.005
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 15 Nature of business and leadership styles

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	812.531 ^a	64	.000
Likelihood Ratio	733.999	64	.000
Linear-by-Linear Association	20.536	1	.000
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

Table 16 Number of persons employed in an organization and leadership style

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	813.513 ^a	80	.000
Likelihood Ratio	299.898	80	.000
Linear-by-Linear Association	1.004	1	.316
N of Valid Cases	420		

Source: Computed from primary data 'Significant at 5%;' 'Significant at 1% level'

The table 1 shows descriptive statistics of the data which explains about the Mean values and Standard Deviation values on each statement of the questionnaire which is evaluated under a five-point Likert Scale in which 1 stand for frequently Agree and 5 Stands for Not at all. The table 1 provides the Descriptive Statistics with values of Women entrepreneurs leadership styles attribute.

Table 6 shows marital status of respondents. In this table, 'P' value is less than .01 and there is highly significant difference between marital status of respondents and leadership styles.

Table 7 shows women entrepreneur's age. In this table, 'P' value is less than .01 and there is highly significant difference between age of women entrepreneurs and leadership styles.

Table 8 shows women entrepreneurs' educational qualification. In this table, 'P' value is less than .01 and there is highly significant difference between educational qualification of respondents and leadership styles.

Table 9 shows women entrepreneur's parental occupation. In this table, 'P' value is less than .01 and there is highly significant

difference between parental occupation of women entrepreneurs and leadership styles.

Table 10 shows family structure of respondents. In this table, 'P' value is less than .01 and there is highly significant difference between family structure of respondents and leadership styles.

Table 11 shows women entrepreneurs' association membership. In this table, 'P' value is less than .01 and there is highly significant difference between member of any association of women entrepreneurs and leadership styles.

Table 12 shows respondents' year of organisation establishment. In this table, 'P' value is less than .01 and there is highly significant difference between year of establishment of an organisation and leadership styles.

Table 13 shows women entrepreneurs' nature of organisation. In this table, 'P' value is less than .01 and there is highly significant difference between nature of organisation of women entrepreneurs and leadership styles.

Table 14 shows women entrepreneurs' type of organisation. In this table, 'P' value is less than .01 and there is highly significant

difference between type of organisation of women entrepreneurs and leadership styles.

Table 15 shows women entrepreneurs' location of the unit. In this table, 'P' value is less than .01 and there is highly significant difference between respondent's location of the unit and leadership styles.

Table 16 shows respondent's nature of business. In this table, 'P' value is less than .01 and there is highly significant difference between respondent's nature of business and leadership styles.

Table 17 shows number of women entrepreneurs employed in an organisation. In this table, 'P' value is less than .01 and there is highly significant difference between number of persons employed in an organisation and leadership styles.

10. FINDINGS

The following are the findings of the study:

- Majority 279 Nos. of women entrepreneurs are married. It means 66.4% of the total sample size are married.
- Majority 183 respondents include in the age group 30-40. It can be considered that 43.6 percentage of total women entrepreneurs were within the age group 30-40.
- Majority 163 respondents are degree category. It means that 38.8 percentage belonging to degree category.
- Majority 303 respondent's parents' occupation are doing business. It means that 72.1 percentage belonging to business category.
- Majority 273 respondents are nuclear family. It means that 65.0 percentage belonging to nuclear family.
- Majority 360 respondents said no for the member of women entrepreneur's association. It means that 85.7 percentage of respondents of total women entrepreneurs said no for the

member of women entrepreneur's association.

- Majority 213 respondents started their business between 2011 to 2020. It represents that 50.8 percentage of total women entrepreneurs started their business between 2011 to 2020.
- Majority 128 respondents are Small and Medium Enterprises (SME) category. It means that 30.5 percentage belonging to the Small and Medium Enterprises (SME) category.
- Majority 235 respondents are sole proprietorship. It means that 56.0 percentage belonging to the sole proprietorship category.
- Majority 261 Nos of respondents are from town location. It means that 62.1 percentage of respondents belonging to the town location.
- Majority 16 respondents are having above 50 persons employed in their organisation. It means that 3.8 percentage are having above 50 persons employed in their organisation.

11. SUGGESTIONS

1. The government should take initiatives to increase the number of professional schools for women and Entrepreneurship should be introduced as an element of the academic curriculum. Proper technical education should be given to women.
2. As self-employment breeds entrepreneurship Government should undertake more and more self-employment programmes and proper training should be given. Free training facilities should be provided in all fields of enterprises.
3. Information gap largely affects women's development. Therefore, the Non-Governmental organisations (NGOs) and other associations can take initiatives to make aware and

motivate them towards self-employment.

4. Women should be made aware of various credit facilities, financial incentives and subsidies.
5. There is a need to increase awareness and availability of technology to women entrepreneurs.

12. CONCLUSION

Women entrepreneurs coordinate the factors of production conducts business taking all responsibility and have all the ability of taking prudent decisions. Women, apart from giving financial support to the family carry out their own business to gain self-satisfaction and economic independence. From the study it is concluded that capital flow and external barrier are the crucial barrier faced by women entrepreneurs. Versatile knowledge and external support are identified as the important leadership trait for overcoming the identified barriers such as capital flow and external barrier. It is completed that Broad minded approach of women entrepreneurs is essential leadership quality to tackle the internal problems of their enterprises.

References

1. Koneru, K. (2017). Women entrepreneurship in India-problems and prospects. Available at SSRN 3110340.
2. ENE, I. S. (2018). the effect of leadership styles and entrepreneurial orientation on the business performance of small and medium enterprises in Nigeria, using selected SMES in IBADAN metropolis as a case study (doctoral dissertation, department of entrepreneurship, faculty of management science, national open university of Nigeria).
3. Cabrera, E. M., & Mauricio, D. (2017). Factors affecting the success of women's entrepreneurship: a review of literature. *International Journal of Gender and Entrepreneurship*.
4. Clarke, K. S. (2014). An analysis of the relationship of leadership styles, satisfaction with the leader, and leadership effectiveness among generations: A quantitative study (Doctoral dissertation, Capella University).
5. Palanivelu, V. R., & Venkatesan, P. (2019). A Study on Socio Economic Profile of Women Entrepreneurs in Salem District. *GIS Business*, 14(6), 510-520.
6. Sedlmayr, L. (2017). Leadership styles and access of women to top level business positions.
7. Zareen, M., Razzaq, K., & Mujtaba, B. G. (2015). Impact of transactional, transformational and laissez-faire leadership styles on motivation: A quantitative study of banking employees in Pakistan. *Public Organization Review*, 15(4), 531-549.
8. Chasserio, S., Poroli, C., & Redien-Collet, R. (2016). French women entrepreneurs' leadership practices and well-being in a high-growth context. In *Handbook on well-being of working women* (pp. 243-260). Springer, Dordrecht.
9. Mirchandani, K. (1999). Feminist insight on gendered work: New directions in research on women and entrepreneurship. *Gender, work & organization*, 6(4), 224-235.