

# Abstract

The study was a cross sectional research on the factors affecting performances of women entrepreneurs in SMEs (Small and Medium Enterprises) of Bangladesh. These factors were segregated as i. general and ii. environmental factors. The general factors were related to the demographic and business characteristics of the women entrepreneurs and the environmental factors were related to the seven key dimensions of the environment as - political, economic, social, technological, legal and local resources. The objective of the study was to assess the factors to identify business profile, financial and ICT accessibilities and environmental facilities for their sustainable participation. Hence, the performances of the women entrepreneurs were determined in terms of capital invested, revenue earned, expense incurred, profit made and employment growth of their businesses. To collect primary data and information, a comprehensive questionnaire was developed on the basis of research questions, assumptions and objectives. The study population was formed from the available lists of women entrepreneurs in SME foundation, BB, WED, MIDAS, BRAC etc. Data were collected from 375 samples of the purposively made divisional and district stratum (since women were found to be working on a diverse business sectors like in electronics and electrical, software development, light engineering, agro processing, leather goods, knitwear and garments, plastics, healthcare, education, fashion-rich personal effects, pharmaceuticals etc.). The data collection methods were to visit and observe the business units, disseminate questionnaire, and/or take a comprehensive interview (face to face and telephonic conversations) randomly and at convenient. Moreover, 125 women entrepreneurs were assessed in a 5 point Likert Rating Scale to assess the environmental factors.

The research findings revealed that the women entrepreneurs were found to be mostly younger, literate and married housewives with one or hardly two decades of experienced. They had asymmetric demographic characteristics with low business profiles, least experiences, insignificant inheritances and poor family supports. They were involved mostly in sole proprietorship of small trades and services rather manufactures. Though most of them had easy access to the ICT, they lacked skilled manpower of the same for their businesses. The sole proprietors small traders of the women entrepreneurs had been suffering from starter capital, access to capital market, collateral financing, theoretical knowledge and education, prior experiences, and organizational supports. However, most of the environmental factors had adverse impact on the performances of the women entrepreneurs, they were mostly dismayed over political situation, legislation and taxation for their business environment.

The women entrepreneurs were found to be playing significant role for reducing poverty and unemployment of the country. Unlike the men counterparts, they were in a sense struggling for balancing their business, social and personal lives. Therefore, women should be studied in the whole life context rather the isolated business life only. The further research and study of the factors affecting performances will surely have a planning and policy implications for the women entrepreneurs in SMEs of Bangladesh.

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Above all, Allah Almighty, the doer and finisher of all good works, thanks and prayers are due to him for enabling me for completing the work.

This thesis is dedicated to my parents whose love and wishes have brought me here.

# Declaration

Herein I, declare that, the thesis entitled ‘**An Assessment of the Factors Affecting Performance of Women Entrepreneurs in SMEs of Bangladesh**’ is prepared for the fulfillment of the requirement for M.Phil Degree. I have prepared it for the Management Department of University of Dhaka under M.Phil fellowship program’2010 of UGC, Bangladesh. I have conducted the research independently with the close advice and guidance of my supervisor Professor Dr. Pradanendu Bikash Chakma. This thesis paper contains no materials submitted for any other degrees or previously published except where due references are made.

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Date \_\_\_\_\_

# Certification

Herein I certify that Mohammad Arifur Rahman has carried out this research work on the topic entitled “**An Assessment of the Factors Affecting Performance of Women Entrepreneurs in SMEs of Bangladesh**” under my supervision. This work is original in nature and has not presented for a degree in any other university or institution. Submitted research work is sufficient for the fulfillment of the requirement for the award of M.Phil Degree of Department of Management of University of Dhaka.

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## **Acronyms and Abbreviation**

BBS	Bangladesh Bureau of Statistics
BEPZA	Bangladesh Export Processing Zone
BSCIC	Bangladesh Small and Cottage Industries Corporation
BSTI	Bangladesh Standard Testing Institute
BWCCI	Bangladesh Women Chamber of Commerce & Industry
DOE	Department of Environment
EPB	Export Promotion Bureau
FBCCI	Federation of Bangladesh Chambers of Commerce and Industry
GDP	Gross Domestic Product
GOs	Government Organizations
GOB	Government of Bangladesh
IBM	Institute of Business Management
ICT	Information and Communication Technology
JUA	Jubo Unnayan Adhidapter (Directorate of Youth Development)
MIDAS	Micro Industries Development Assistance and Services
MFI	Micro Finance Institutes
MOWA	Ministry of Women's Affairs
MOC	Ministry of Commerce
MOI	Ministry of Industries
MSME	Micro, Small and Medium Enterprises
NASCIB	National Association of Small and Cottage Industries, Bangladesh
NBFI	Non-Bank Financial Institution
NBR	National Board of Revenue
NGOs	Non- Government Organizations
SME	Small and Medium Enterprise
SMEF	Small and Medium Enterprise Foundation
SWOT	Strength, Weakness, Opportunity and Threat
VAT	Value Added Tax
WE	Women Entrepreneurs
WEA	Women Entrepreneurs Association
WEAB	Women Entrepreneurs Association, Bangladesh
WISE	Women In Small Enterprise

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# **CHAPTER ONE**

# General Overview of the Study

**Introduction:** Women in the worldwide are taking challenges for entrepreneurship or higher managerial and/or administrative positions including states head of many countries. Moreover the women entrepreneurs are playing a significant role for reducing poverty and unemployment in the families and societies. The 2<sup>nd</sup> conference of the Organization of Economic and Development Cooperation in Istanbul reveal that women own about 15% to 35% (from developing to developed countries) of total entrepreneurships in the world. Women entrepreneurs for their socio economic contribution are getting significant attention day by day from the development planners of the world. Eventually, interest of researchers has also been increased in the field of women entrepreneurships in Bangladesh over the periods.

Nonetheless, as a developing country, the focus on the women entrepreneurship studies is rather new in Bangladesh. The policy makers of Bangladesh usually are highly interested to create a women friendly business environment for competing in the global market. In Bangladesh, the micro, small and medium enterprises (MSMEs) had a significant contribution in GNI and GDP (\$5.6 billion in GNI, 30% of total GDP, Bangladesh Economic Review 2009). SMEs (Small and Medium Enterprises) are deemed as the engines of economic and industrial development of a country (ADB 2000). SMEs require contribution from both women and men of a country. The women population is about half of the total population of Bangladesh. According to the Labor Force Survey 2005-06, there are about 11.3 million women working in the business sectors which was about one fourth of the total labor forces of the country. They had been working in the diverse business sectors like electronics and electrical products, software development, light engineering, agro processing, leather goods, knitwear and garments, plastics, healthcare, education, fashion-rich personal effects, pharmaceuticals etc. Women participation in business, particularly in SMEs, is indispensable for integrated and sustainable social development of Bangladesh.

The definition of women entrepreneurship varies from country to country. Scholars, researches and stakeholders in developing countries often argues about a reliable definition of women entrepreneurship (ILO; 2000, 2001). However, Bangladeshi women entrepreneurs are lagging much behind economically and socially in comparison to their men competitors. The challenges in performance of women entrepreneurs arises mainly from the factors related to their personal characteristics, management skills, business

goals and motivations, entrepreneurial attributes and orientations, and social networking efficiency. The personal characteristics of women entrepreneurs have significant role in the business efforts and outcomes. Some scholars assume that the age, sex, education, experience etc. have significant role for being successful entrepreneurs. Their business profiles of nature and types of businesses, capital investment, sources of capital, access to capital markets, product marketing aspects, usage of skills for technologies etc. have also an influence in their performances. The external environment (including social, economic, technological, legal, political and infrastructural arrangements) where they have to perform surely has a serious contribution to their business performances.

A numerous studies reveal that women entrepreneurship is a complex phenomenon in comparison to the men counterparts. Women entrepreneurs have to equally balance their family and business life, that imposes more extra burdens in their performances. They have little access to the business communication and information sharing system that limits their knowledge of organizational management. They usually depend on the informal sources (families, friends, relatives, etc.) to gather business knowledge and information. Now it has become important to explore the factors and issues that are supportive to the women entrepreneurs in their efforts. To reduce poverty and unemployment and to increase household income of poor, no doubt we have to develop SMEs through women entrepreneurs. This should be done in a planned and coherent manner so that it can cope with the rapid global structural changes that are taking place for providing new opportunities for women entrepreneurs. The study on women entrepreneurship will help the policy makers to construct a main streaming pathway for women entrepreneurs in Bangladesh.

- 1.2 Statement of the Problem:** In comparison to population and labor force size, women's contributions to the industrial sector especially in SMEs is still insignificant. Available informant suggests that women entrepreneurs are suffering from low social status, insufficient education and training, inadequate supports from the government and non-government agencies. Women's contribution mostly in household activities is neither recognized nor accepted as salaried jobs. Nonetheless, there are inequalities in terms of rights and benefits. Women have no easy access to the market place, technologies, finance, support services and communication networks. Information paucity is another drawback for policy implications and building capacities of women entrepreneurs' in this sector.

**1.3 Significance of the Study:** This study has tried to assess factors affecting performance of women entrepreneurs in SMEs of Bangladesh. It has focused on women entrepreneurs' personal characteristics, entrepreneurial activities, business natures, marketing and management aspects, environmental elements that affect their performance most. **It is hoped, such type of research work will generate knowledge about women entrepreneurs' at international levels and will help policy makers to formulate guidelines at national level.**

**1.4 Objectives of the study:** The overall objective of the study is **to assess the key factors that affect the performance of women entrepreneurs in SMEs in Bangladesh.** The specific objectives are to:

- a. Assess the demographic characteristics of women entrepreneurs
- b. Identify their business profiles
- c. Assess their credit facilities and ICT usage
- d. Examine various types of external and internal factors supporting and opposing their performance, and
- e. Recommend measures for ensuring greater participation and contribution of women entrepreneurs in the SMEs of Bangladesh.

**1.5 Research questions:** What significant changes were made in women entrepreneurs' education, training, market participation, business management and supports services for improving their performances? The major question of the study is;

**What are the factors affecting performance of women entrepreneurs in SMEs of Bangladesh?** It can be translated into some specific questions like:

- i) who are the Bangladeshi women entrepreneurs?
- ii) what are the motivational factors that make them entrepreneurs?
- iii) what types of business ventures do they have?
- iv) what resources do they use for entrepreneurial activities?
- v) what types of managerial and marketing problems do they face?
- vi) what environmental elements do they have to consider?
- vii) what types of entrepreneurial strengths and weaknesses do they possess?
- viii) what types of supports and assistances do they need?

**1.6 Variables of the study:** This is a cross sectional study based on the elementary data. Descriptive statistics were used to elaborate relationships between dependent and independent variables. There were some intervening and moderating variables as they exist for the time being and can be moderated by the capacities of the interest groups. Dependent variable of this study was women entrepreneur's performance ( which was measured by average revenue earned, net expenditure incurred, average capital investment and average labor force generation) in their business entities. The study also includes independent variables (factors that affect performance) like women entrepreneur's personal characteristics, entrepreneurial characteristics, business capacities, entrepreneurial strengths and weaknesses (environmental factors including institutional supports and services) etc. Some variables were deemed to have moderating role like entrepreneurial training and education for the women entrepreneurs. Some other variable like govt. policies, use of sophisticated technologies, role of trade organizations were considered as intervening variables as they persists for the time being. It was theoretically hypothesized that all these three variables (independents, moderating, and intervening variables) have positive and/or negative affect on the performances of women entrepreneurs of SMEs of Bangladesh. Responses from the women entrepreneurs were collected through a 5 point Likert Scale to measure the impact of variables on the performance of women entrepreneurs. All the relevant variables (factors) influenced the performances (dependent variables) of the women entrepreneurs were described with the statistical tool based on the research outcomes. It will help to establish a causal relationship between various factors (independent variables like factors of personal characteristics, business profiles, marketing strategies, environmental elements, entrepreneurial attributes, services and assistances) and entrepreneurs' performance (dependent variables).

These independent variables in a sense are dependent variables when these are continuously changing by many other variables. For example, **entrepreneur's demographic characteristics** is a dependent variable when it is effected by entrepreneur's age, marital status, experience etc. The researcher will collect data and information related to mentioned variables for measuring women entrepreneur's capacities for active participation, retention and promotion in this sector.

**1.7 General assumptions/hypotheses for the study:** There are many institutions and programs to encourage women in business and income generating activities in Bangladesh. Recently, women entrepreneurship become core research discourse for development agencies. Many researchers and organizations have published their thoughts and findings about women entrepreneurs of Bangladesh. Going through these research reports and publications, it may generally be assumed that -

- Most of the women entrepreneurs in Bangladesh are housewives
- They have less experience, education and training
- Majority of them have no license or registration from the concerned authority
- They have fund/capital generating problems due to inadequate collateral
- They face social and family impediments/hindrances to start business
- Most of them do not get necessary supports and services
- Most of them do not get facilities to be involved in export/ import business
- Their uses of information and communication technologies (ICT ) are low
- Their product varieties and markets are limited
- They have less scope to be engaged in business as compared to male.

**1.8 Scope of the study:** The present study covers women entrepreneurs in SMEs (irrespective of their ownership pattern and type of enterprises) of several districts of Bangladesh. This study will focus on the factors related to women entrepreneurs' demographic information, entrepreneurial activities and environmental aspects including both external and internal elements. The researcher also explored the social and economic conditions, personal strengths/weaknesses, and major gender issues in SMEs.

**19. Limitations of the Study:** The study had constraints of time, fund and ICT usage which may causes limitations like:

- To cover only small segments of women entrepreneurs of the country.
- Most of the respondents were unwilling to give sufficient time and often reluctant to reveal the facts.
- Moreover, major data collection method for outside Dhaka division was the telephonic/mobile conversation. So, there might be some sorts of distortion and/or gaps of understanding.
- Some deviations from strictly following set definitions of SMEs.

## **CHAPTER TWO**



# Literature Review

**2.1 Definitions of SMEs:** Bangladesh government has already given priority to develop the SME (Small and Medium Enterprises) sector. It is considered a thrust sector for generating employment, reducing poverty, and empowering women in Bangladesh. SME Foundation and Bangladesh Bank are two major bodies of the government. They are working to accelerate economic development of Bangladesh through SMEs. The researchers in Bangladesh still argue for a clear definition of SMEs. There is no common acceptable definition of SME that has to be applied world wide. The definition of SME varies from one country to another and even within the same country. Different organizations define it according to their objectives and conveniences. Generally, SMEs are labor intensive with relatively low capital intensities (MIDAS, 2009).

The Bangladesh Bank (Central Bank of Bangladesh) provides an official definition of SMEs. Small businesses in the manufacturing industry are defined as those having fixed assets valued at less than Tk. 15 million, excluding the value of land and building. Non-manufacturing businesses with fewer than 25 workers are also considered small businesses (see **Table** below). Medium enterprises in the manufacturing industry are defined as having fixed capital value between Tk. 15 and 100 million, excluding the value of any land and buildings. Non-manufacturing medium enterprises are defined as business units employing between 25 and 100 workers (BB, 2010).

**Table:** Summary of definitions of SMEs in Bangladesh.

Types of enterprise	Types of industry	Employees	Capital
Small Enterprises	Commerce and service, manufacturing, transportation and construction etc	Less than 25 workers	Less than Tk, 15 million
Medium enterprises	Commerce and service, manufacturing, transportation and construction etc.	25 to 100 workers	Tk. 15 to 100 million

**Source: Bangladesh Bank (2010), MIFA (2009)**

Bangladesh Ministry of Industries (MoI) has also provided the following definitions of small and medium enterprises:

**For Manufacturing Industries;** the **Small Enterprise** would be treated as small if, at current market prices, the replacement cost of plant, machinery and other parts/ components, fixtures, support utility, and associated technical services (turn-key consultancy services) etc. excluding land and building, is between BDT .05 million to 15 million. The number of workers is maximum 50. The **Medium enterprise** would be treated as medium if, at current market prices, the replacement cost of plant, machinery, and other parts/ components, fixtures, support utility, and associated technical services (such as turn-key consultancy), etc. excluding land and building, is between BDT 15 million to BDT 200 million. The number of workers is maximum 150.

**Trading and Servicing Industries:** the **Small enterprise** would be treated as small if, at current market prices, the replacement cost of plant, machinery and other components, fixtures, support utility, and associated technical services (turn-key consultancy services) etc. excluding land and building, is between BDT .05 million to 5 million. An enterprise would be treated as small if it has less than 25 workers, in full-time equivalents.

The **Medium enterprise** would be treated as medium if, at current market prices, the replacement cost of plant, machinery, and other parts/ components, fixtures, support utility, and associated technical services (such as turn-key consultancy) etc. excluding land and building, is between BDT 5 million to BDT 100 million. An enterprise would be treated as medium if it has a maximum of 50 employees.

Since SME covers a wide range of activities, its concepts and definition differ from person to person and also form one country to another. However, a general theory of SME is yet to be developed (**MIDAS, 2009**) in Bangladesh.

**2.2 Context of SMEs and Women Entrepreneurs in Bangladesh:** The SME sector accounts for more than 90% of total industrial establishments, more than 70 percent of employment and three-fourth of the workforce livelihoods in most of the Asian Countries. Bangladesh also is in the process of employment generation, poverty reduction and women empowerment through SMEs. The Government of Bangladesh is coordinating the service

and support organizations through SME Foundation and formulating comprehensive industrial policies (Industrial Policy-2005) to develop SMEs as a thrust sector. This is also aimed to deal with the challenges of free market economy and globalization (MIDAS, 2009).

There are 6 million enterprises in Bangladesh performing as micro, small and medium enterprises (MSMEs). About 31 million people are working here and its contribution accounts for roughly 25% of GDP. About three quarters of these enterprises are located in rural areas, 90% of them have fewer than 10 employees and about 85% of these enterprises are engaged in trading, servicing and agricultural rather manufacturing activities. (Alam and Ullah, 2006)

SMEs are recognized as vehicles for accelerating economic development of the country and bringing up the women in the main stream of economic empowerment. Women entrepreneurs have improved their living conditions and earned more respect in the family and the society (Braun, 2011). The progress had been attained due to government supports, financial institutions involvement of other support organizations in SMEs. The Central Bank issues policy guideline for scheduled banks to give priority to women entrepreneur while disbursing SME credits. A good number of NGO-MFIs offer microfinance services to the women involved actively in SMEs. A list of SMEs supporting organizations working in Bangladesh are given below:

- i. Bangladesh Small and Cottage Industries Corporation (BSCIC)
- ii. Bangladesh Bank
- iii. State and private commercial banks
- iv. Financial Institutions
- v. Bangladesh Rural Development Board (BRDB)
- vi. Bangladesh Management Development Institute (BMDI)
- vii. Directorate of Women Affairs (DWA)
- viii. Development of Youth Development (DYD)
- ix. Bangladesh Manpower Training Bureau (BMTB)
- x. Micro-industries Development and Assistance Services (MIDAS)
- xi. Job Opportunities and Business Support (JOBS)
- xii. NGO-MFIs MSME program

### 2.3 Concept of Entrepreneurship:

Psychologists termed entrepreneurial characteristics are of being purposeful, persuasive, influent, presumptive, perceptive etc. Marshal expanded entrepreneurship as: a) structuring of organization through division of labour, b) formulating plans and policies to be executed by subordinate, c) innovation and d) bearing risk. E.E. Hagen described entrepreneurship as creating opportunities for investment and production, establishing an organization capable of introducing non production process, accumulation of capable, collection of raw materials, innovating new production techniques and new products, searching for new sources of raw materials and above all the selection of an efficient management to run the day to day affairs of the organization.

The term “entrepreneur” was first introduced by Richard Cantillon (1680- 1734). He defines ‘entrepreneur’ as the agent who buys means of production at certain prices in order to combine them into a product that he is going to sell at prices that are uncertain at the moment at which he commits himself to his costs” (Say’s Treatise on Political Economy, 1821). Later, John Stuart Mill developed the concept further and associated entrepreneurship with activities involving risk and profit (Mill, 1871). It was later more generalized by the economist Schumpeter. He added, “the function of entrepreneur is to reform or revolutionize the pattern of production by exploiting an innovation or, more generally, an untried technological possibility for producing a new commodity or producing an old one in a new way, by opening up a new source of supply of materials or a new outlet for products, by reorganizing an industry...” (The Theory of Economic Development,1934). He suggested that at least five economic activities/attributes are necessary for becoming an entrepreneur;

- i. introduction of a new good
- ii. adoption of new inputs
- iii. introduction of new technology
- iv. opening of a new market; and
- v. creation of a new economic organization.

**2.4 Entrepreneurship as a Multidisciplinary Discourse:** it is argued that a consistent universal theory does not exist for entrepreneurship. Getting a specific definition for entrepreneurship is difficult for researchers. Many scholars have tried to define the term

from their own academic perspective. An economist measures entrepreneurship in terms of monetary gain arising from entrepreneurial activities. Psychologists refer entrepreneur's inherent attributes, values and traits are cause of entrepreneurships. In management studies, entrepreneurship is a process of organization using valuable resources for production of goods and services. Thus entrepreneurships can be perceived according to the eye of the beholder (Saxon 2003).

Scholars in different disciplines have discussed the concepts from their own point of views. By Economists, entrepreneurship is related to wealth creation, innovation, economic consequences, creation of opportunities or employments (Schumpeter 1934,1954, Kirzner 1973,1979). Psychologically, it is personal needs and traits that can successfully predict entrepreneurial behavior (Brockhaus 1982; Gartner 1989; Low and MacMillan 1988; McClelland and Winter 1971). Behavioral scientists say women entrepreneurs' motivations to start up a business are related to a range of factors that arise from motivational theories (Bennet and Dann 2000; Fielden and Davidson 2005; Lerner et al. 1997). Social Scientists suggest networking with friends, relatives, association etc can bolster entrepreneurial initiatives (Aldrich and Zimmer 1986). Therefore, in this study, women entrepreneurship is considered as a multi disciplinary discourse of psychology, sociology, economics, management, behavioral science etc. However, some definitions of entrepreneurship commonly focus the terms innovation, risk taking, economic venture and wealth generation (Gartner 1985, Schumpeter 1939, Brush et al 1989). Moreover, Bennet and Dann, 2000 explain entrepreneurship as a medley of science and art. Schumpeter, 1954 and Kirzner, 1979 emphasize the innovation, identification of opportunities, wealth creation, consequences for the economy, and the entrepreneurs are as the main actors of entrepreneurship.

Schumpeter and Kirzner's thoughts for entrepreneurship have been recommended as an appropriate theoretical framework for the study of women entrepreneurship (OECD 2004). The major elements embodied in Schumpeter and Kirzner theories of entrepreneurship are i) ability to identify new opportunities based on new ideas and approaches, ii) array of organizational and personal skills (interpersonal skills, self-understanding, leadership, conflict resolution, stress management and tolerance for ambiguity), and iii) consequences of the entrepreneurial behavior to the entrepreneurs themselves and the economy as a whole.

2.5 Performance of Entrepreneurs: Performance of women entrepreneurs in businesses has become an important issue for the debate amongst specialists. Performance usually refers to the act of performing or doing something successfully with one's distinguished or specialized knowledge. Nevertheless, performance can be conceptualized, operationalized and measured in different ways (Srinivasan et al., 1994). Women entrepreneurs' performance can be operated most frequently by their survival, growth in employees, and profitability in their businesses (Lerner, Brush, & Hisrich, 1997).

Scholars suggest that individual job performance is a function of ability, motivation and opportunity (Chandler, 1994). However, the performance of the organization/ business unit is in turn influenced by the environment in which the organization emerges (Covin & Slevin, 1989). Victor H. Vroom in his book 'Works and Motivation' denoted that, performance is the function of one's ability, motivation and environment in where s/he acts. It can be denoted by the equation:  $P = f[a \times m \times e]$ .

Rosa et al., 1996 has outlined four different measures of comparative performance of business, that are, i. primary measures ii. proxy measures iii. subjective measures and iv. entrepreneurial measures. Primary measures are related to number of employees, growth in employees, sales turnover, value of capital assets etc. The proxy performance measures are related to geographical range of markets; VAT registration etc. The subjective measures are related to ability of the business to meet business and domestic needs. The entrepreneurial performances are related to the desire for growth, the ownership of multiple businesses etc. Brush & Vanderwerf, 1992 measures performance by annual sales, number of employees, return on sales, growth in sales, and growth in employee numbers. Hisrich et al., 1997 propose human capital (education, experience and business skill), personal goals, and strategy to assess the performance of men and women entrepreneurs. Lerner and Hisrich, 1997 also emphasis motivations, network affiliation etc for measuring performances.

2.6 Women Entrepreneurship in Bangladesh:

By National standing committee of women entrepreneurs (1984), in Bangladesh a woman entrepreneur creates something new, organizes production, undertakes risk and handles economic uncertainties and to adjust personality needs, family life, social

welfare, and economic independence. Bangladesh is an overpopulated country with limited resources and high social disparities. Economic, political and social recognition are determined on the basis of gender, class and location (WED, 2001). Nearly half of the population is women (sex ratio 106). Major parts of the women folks remain underutilized. For instance, only 16% of women are self-employed out of 66% (based on entrepreneurship status). There are dissimilarities among urban and rural women entrepreneurs. Women entrepreneurs in Bangladesh work in a male dominated complex and competitive environment. They constitute only less than 10% of the total business entrepreneurs in Bangladesh whereas women in developed economies own more than 30% of all businesses (Parvin et al. 2009). However, their entrepreneurships not only improved their living conditions but also earned more respect in the family and the society. They are now positively contributing to export growth, employment generation, productivity increment and skills development in Bangladesh.

The Constitution of Bangladesh guarantees that all citizens have equal rights. In reality, the society is highly stratified and services are rendered on the basis of class, gender, location, etc., which often results in disparities. Dissimilarities are also found in rural and urban women entrepreneurs. Rural women are not given proper opportunities for their advancement. As a result, they are unable to expand their operations due to insufficient technological support and expertise, fund constraint, poor marketing techniques, and detachment from the globalization and rapidly growing business world. A recent United Nations report concluded that economic development is closely related to the advancement of all folks of women (Hua Du, Asian Development Bank, 2006). In order to actively pursue the advancement of women, it is required to empower, upgrade and uplift both the rural and urban women entrepreneurs. All these reveal that while progress is being made towards the equality of women and men in the decision-making level, women still remain under-represented (Akbor Y, 2008).

As an economic change agent, women entrepreneurs need sustained efforts to improve their capability of quality and bulk production. Many organizations have assisted in the formation of women entrepreneurs' skills and efficiency. BSCIC, a prominent SME support organization, has provided skill development training to 4,302 women entrepreneurs and management training to 32,995 women entrepreneurs under its project (1997-2002). Bangladeshi women entrepreneurs are largely working in three

categories of business i. home trading like cottage and micro enterprises, ii. small enterprises and iii. medium enterprises. They usually use simple technologies in their business. They gather experience for their businesses informally like observing business units, discussing with friends and/or relatives, visiting neighbours etc. Their businesses include food processing, tailoring, grocery stores, poultry farm, cow rearing, sweetmeat shop, restaurants etc.

Entrepreneurship recently has become an important profession among women both in rural and urban areas. Women in rural areas are being self-employed through the agricultural and non-agricultural sectors. Their activities include cropping, livestock and poultry rearing, fish farming, nursery and tree planting, tool making, handcrafting, food processing, tailoring, rice processing, etc. Alam and Miyagi, 2004 reported that MSMEs contribute Tk. 741 billion which is equivalent to 20 to 25% of gross domestic product (GDP).

**2.7 Women Entrepreneurs in SMEs of Bangladesh:** according to the country's last **Population Census, March 2011** women constitute half of the total population of Bangladesh. Among the total economically active population of 53.5 million in the country 40 million male and female are working in the field of service and business sector. Out of them, female employed workforce stands at only 13.5 million in number. Employment of female until now is largely concentrated in some lower levels. Most of the women workforce is employed in agriculture, forestry and fishery sector in the rural areas. In the urban areas, the female participation is more at the lower levels of the organizations like in the readymade garments (RMG) and handicraft sectors (Mahfuz M, 2012). 'Women's entrepreneurship is important for their position in society as well as for the economic development of a country. It opens up a new avenue for creating employment opportunities for both men and women. It is a matter of encouragement that a good number of women involved in SMEs are contributing in the economic progress of Bangladesh. NGOs have been working in Bangladesh from 1980s to create a viable social environment for business women. Although more women are now involved in economic activities than past, women constitute only less than 10 per cent of the country's total business entrepreneurs. Women do business in masculine society where they encounter policy related problems, and they do not get proper supports from all respective institutions because of corruptions and lack of information. It is assumed



that combined initiatives of government and non-government institutes will be successful to encounter the challenges of business women in Bangladesh (Rabbani and Chowdhury, 2012).

By Economic Census, 2001-2003, women owned only 2.83% of all enterprises in Bangladesh. In SMEs, rural women involved in cattle and poultry rearing, rice husking, spice making, imitation ornament trading, pickle making and other micro businesses. Urban women are mostly involved in block printing and boutiques, bakery and fast food, doll making, tailoring, fabrics paint, interior decoration, etc. They were also owners of beauty parlors, computer training centers, leather goods, fish culturing etc, which are mostly non-traditional activities for women. Women entrepreneurs preferred to start their business in sectors where female employment is concentrated. Women enterprises were usually small in size. Short-term loans were more widely used than medium term loans, which had an average size of Tk 3 lakh. The average interest rate was 13%, ranging from 10% to 14 %. Loan giving process discriminates against women. The average time required for an SME to process loan was 57 days, while for women enterprises it took 145 days. Debt financing has yet to penetrate women owned enterprises (BBS, 2007).

**2.8 Reasons for Studying Women Entrepreneurship:** the historical evidence supports that women have always been in businesses like retail, teaching, health caring, handcrafting etc. Many of them historically meet the essential criteria of entrepreneurships. However, argument is whether women entrepreneurships have increased over the time with the percentage of women in businesses and formal jobs. The increased participation of women in business may be due to the world's recent development concepts of increased independence, late marriage, decreased child bearings, increased education, and the increased desire for financial independence contribute to the growth of women participation in businesses and jobs (Fielden and Davidson 2005).

For various types of entrepreneurial activities women entrepreneurships are perceived as a great source of job creation (OECD 2004). Women entrepreneurs can create jobs by exploiting opportunities with different managerial skills. Researches in developed countries show that women entrepreneurs are contributing significantly to the socio-economic

development (OECD 2004). But it still lacks in developing countries like Bangladesh. Little is known about women entrepreneurs' ways of self employment, creation of business units, generation of employments, reduction of poverty etc (ILO 2000, Brush and Hisrich 1997). The ILO, 2000 and OECD, 2004 observed that the world still lacks reliable definitions of female entrepreneurship for developing countries. Study on women entrepreneurs in Bangladesh is necessary to gain knowledge about women entrepreneurs' profile and nature of women entrepreneurs, understanding their particular needs, and pertinent issues concerning the promotion and development of their entrepreneurial activities. Study of women entrepreneurs is necessary to know more about their background motivations, entrepreneurial activities, job creation process, the role they play in the society and overall their economic contribution in Bangladesh. This knowledge will help us to understand their obstacles to entrepreneurial success, planning and implementing policies requirement at national level. Moreover, studying women entrepreneurs will be fruitful if we consider women entrepreneur in a whole life context rather their isolated business life only.

Previous research findings found that women entrepreneurs encounter a variety of problems during the creation and development of business (OECD 1994, 2004). Bangladeshi women entrepreneurs also face problems for starter capital, access to inputs, skills required, and socio-cultural obstacles that often bar them from achieving success. A lack of data on obstacles to women's entry or success in business makes policy formulation difficult and affects their successes (OECD 1998; UNIDO 2001).

Due to gender system in Bangladesh, relatively little attention has been directed towards female entrepreneurs development (Brush et al. 2006; OECD 2004). Researchers also found that mainstream entrepreneurship theories, researches, policies and programmes tend to be 'men streamed' and too often do not take into account the specific needs for women entrepreneurs (Brush 1992; OECD 2004). Thus, research tools used to examine female entrepreneurship are largely drawn from studies based on the experiences and characteristics of men (Brush 1992). Research has been perceived to be either gender-neutral or gender-biased and has paid little attention to the specific needs of women entrepreneurs (Brush et al. 1999), resulting in women entrepreneurs being largely invisible and marginalized in mainstream entrepreneurship research (OECD 2004).

Therefore, this study exclusively aims to generate knowledge and understandings of factors affecting performances of women's entrepreneurs especially in SMEs. This will further

enhance knowledge about female entrepreneurships, their outcomes and factors affecting their economic growth and development. Finally, this knowledge will provide further insights into the development of theory of women entrepreneurships.

**2.9 Critical Factors Influencing Performances of Women Entrepreneurs:** The concept of women entrepreneurship is not well accepted by our society, particularly in the family circles. Business is considered a man's job. Key informants suggest that the performances of women entrepreneurs' in SMEs of Bangladesh are yet to be improved. Literally we had found many critical factors including the lack of financial supports and service affecting performances of women entrepreneurs in Bangladesh. With the considerations of recent researches, the study is aimed to explore the key factors affecting performances of women entrepreneurs in SMEs of Bangladesh.

Bangladesh is emphasizing the development of women entrepreneurship in micro, small and medium enterprises (MSMEs). Now it becomes a challenge for institutionalizing women entrepreneurial activities at different types of businesses. The women entrepreneurs are mostly engaged in cattle and poultry rearing, rice husking, pickles making, block and boutiques printing, bakery and food making, sewing and tailoring, pottery and handicrafts, household or family trade etc. Many of them are owners of beauty parlors, computer sales center, leather goods outlets, fish culturing etc which are non traditional for women in Bangladesh. These female-led firms are much smaller and less productive on average (*Rijkers, Bob & Costa, Rita, 2012*).

Samiti, 2006 and Tan, 2000 classified the basic factors that affect entrepreneurial success into two broad categories –economic and social. The economic factors include competition in the market; access to the information, availability of raw material, cost of capital or finance, gathering marketing knowledge, acquisition of production/ storage space, construction of infrastructure, adequacy of power supply and exposition of business training. The social factors include social acceptability, having contacts outside, prejudice and class bias, society looks, attitudes of the work force etc. Rahman, Mian, Bhattacharjee and Khan, 1979 appraised the impact of different types of programs and policies related to entrepreneurship development. Habibur Rahman, 1995 emphasized the project viability, entrepreneurial skills and collateral capacities can help to identify successful entrepreneurs.

Afrin, Islam and Ahmed, 2008 aimed at identifying the factors related to micro credit programs and rural women borrowers. Momen and Begum, 2006 measured the impact of BRAC's micro credit programs for the development of rural women entrepreneurship. Saleh, 1995 found that inadequate cash flows, marketing deficits and discriminating treatment from supportive service agencies create obstacles to women entrepreneurship development in Bangladesh. Hossain and Rahman, 1999 examines women borrowers' involvement with the micro credit program of the Grameen Bank, and the grassroots lending structure of the bank. They found the lack of working capital is one of the most serious problems and about 60 percent women entrepreneur in their study was seriously suffered from insufficient working capital. Rural women entrepreneurs do not generally own physical assets for collateral comparing to their male counterparts (Mahfuz, 2012).

Abdullah, 2008 found that high lending rate, complex government regulations, small domestic market, big collateral requirement and lack of technically skilled workers are the key impediments for better performances of women entrepreneurs in SMEs. Rabbani & Chowdhury, 2012 found that women entrepreneurs lack information and do not get proper support from relevant institutions because of corruptions in the supporting organizations.

Aktaruddin, 1999 showed that personal attributes are key factors for entrepreneurial success or failure, while Aktaruddin, 2000 focused on the socio-economic background of the entrepreneurs. Besides this, Gemechis, 2007, Hisrich, 2005, ILO, 2009 added entrepreneurial education, administrative structure, legal framework, social and cultural views, business supports and assistances; access to technologies are vital factors that affect entrepreneurial successes.

Literature confirms that skill training and tertiary education have positive effect on entrepreneurs' performance (Akanji, 2006). Educated entrepreneurs have easy access to information and more risk taking attitudes for their discourses. Programmes and projects of training, use of technology, marketing and financial supports from various institutions could ease the constraints faced by women entrepreneurs in Bangladesh (Karim, Nilufer A, 2001). Women entrepreneurs suffer from managerial and technical aptitudes. These are results in poor production and marketing skills. Habibullah, 1987 showed that training is an effective tool for entrepreneurial skills development in

Bangladesh. Lack of knowledge, education and technical training affects women entrepreneurs' business operations (Hossain and Rahman, 1999). This is truer for rural women entrepreneurs. Aktaruzzaman, 2001 found that nearly 78 percent of the rural women had knowledge and experience less than three years. Thus the lack of (i) basic education, (ii) knowledge, (iii) training and, (iv) experience seriously affects the efficiency of the women entrepreneurs.

Societal norms and religious practices sometimes restrain women entrepreneurs from involving active market contacts. The lack of social recognition hinders women entrepreneurs to retain their motivation in business (Mahfuz, 2012). In most of the families women doing business are not well accepted. Researchers had also pointed the gender issues as critical factors affecting performances of women in business. Aktaruddin (2003) had found seventy five percent of the rural women entrepreneurs in Bangladesh face marketing problems for their products due to social norms and practices. Marital status is another common factor to analyze success of women entrepreneurs. Women who were unmarried had almost higher probability of being success than those of married (Kamal and Zunaid, 2011).

Mahfuz, 2012 referred that woman entrepreneur have to face multi-dimensional problems range from the attitude of the family members, their employees and stakeholders. They have to work in a male dominated, competitive and complex environment in Bangladesh. They have to deal with predominantly male middlemen, suppliers, contractors and exporters who take advantage of women's isolation and lack of access to credit, supplies and market knowledge about the value of their work. Women entrepreneurs also lack the management experience, production skills and safe workplace environment. UNECE, 2004 and Mahbub, 2000 identified the following factors that affect women entrepreneurs' performance.

- a. Access to finance: key issues for access to finance are starter capital, access to credit, lack of collateral and, negative perceptions of loan provider (Mahbub, 2000)
- b. Access to market: for tap into market entrepreneur needs expertise, knowledge and contacts. Women entrepreneurs lack training and experience to participate in production and marketing goods, less exposed to international

market, contacts, relationships, risk of sexual and gender issues etc (UNECE, 2004)

c. Access to training: women entrepreneurs lack technical and vocational training and equal opportunities in capacity building (UNECE, 2004)

d. Access to networks: since most women entrepreneurs operate on a small scale, and are generally not members of professional organizations or part of other networks, they often find it difficult to access information (Mahbub, 2000) and

e. Access to policymakers: women's lack of access to information also limits their knowledgeable input into policymaking (UNECE, 2004).

Women entrepreneurs are vulnerable to trade reform, restraints with regard to assets (land), lack of information to exploit opportunities, and poor mobilization of women entrepreneurship as a career option, conflicting gender roles, gender inequality, inappropriate technology; and constraints at the legal, institutional and policy levels entrepreneurs, lack of management skills, lack of awareness among young entrepreneurs (Robertson, 1998, OECD, 2002, ILO, 2008).

According to World Bank, 2005, SMIDEC, 2004 women entrepreneurs in MSEs are affected by lack of entrepreneurial, managerial and marketing skills, bureaucracy and red tape, lack of accessibility to information and knowledge, difficulties accessing financial resources, lack of capital, lack of accessibility to investment (technology equipment and know-how), non-conformity of standardization, lack of quality awareness and lack of mutual recognition schemes, language barriers and cultural differences, risks in selling abroad, lack of government supply-supporting programs, complexity of trade documentation including packaging and labeling, lack of government incentives for internationalization of MSEs, inadequate intellectual property protection, unfavorable legal and regulatory environments and, in some cases, lack of business premises (at affordable rent), and low access to appropriate technology.

Brata, 2004; Lawal et al., 2009 refer social capital that has been found to have positive impact on the performance of women enterprises in developing countries. Women entrepreneurs in this context lack credit, savings, training and other social capital for

entrepreneurial activity and subsequent business performance (Akanji, 2006; Cheston & Kuhn, 2002). Also, some studies are available on the mediating relationship between opportunity and women entrepreneurs' performance (Tata & Prasad, 2008; Shane, 2003) and the moderating relationship between attitude to risk and women entrepreneurs' performance (Crisp & Turner, 2007; Vob & Muller, 2009). Exploitation of the opportunity depends on the entrepreneur's level of education, skills or knowledge acquired through work experience, social networks, credit, and cost-benefit analysis of the business (Shane, 2003). Thus, considering all of the above issues, a theoretical framework can be design to explore the key factors and their relations to performances of women entrepreneurs in SMEs of Bangladesh.

**2.10 Theoretical Framework for the Study:** This is a cross sectional study based on the elementary data. Descriptive statistics were used to elaborate relationships between dependant and independent variables. Dependent Variable of this study was women entrepreneur's performance (which was measured by a ratio of capital invested, revenue earned, expenditure accrued, profit incurred and employees growth) in their business entities. The study also includes independent variables (factors that affect performance) like women entrepreneur's personal characteristics, entrepreneurial attributes, business capacities, business strengths and weaknesses (environmental factors including institutional supports and services) etc. Some variables were deemed to have moderating role like entrepreneurial training and education for the women entrepreneurs. There were some intervening variables like enactment of govt. policies, use of sophisticated technologies, role of trade organizations etc as they persist for the time being and can be controlled. It was theoretically hypothesized that all these variables (independents, moderating, and intervening variables) have impacts on the performances (dependent variable) of women entrepreneurs of SMEs of Bangladesh. Responses from the women entrepreneurs were collected through **a comprehensive questionnaire by face to face interviewing and telephonic conversations. A 5 point Likert Rating Scale** was used to measure the impact of environmental variables on the performance of women entrepreneurs. All the relevant variables (factors related to performances) of the women entrepreneurs were statistically analysed based on the research objectives/outcomes. It may help to establish a causal relationship between various factors (independent variables like factors of personal characteristics, business

profiles, marketing strategies, entrepreneurial attributes, services and assistances, and environmental influences) affecting entrepreneurs' performance (dependent variables).

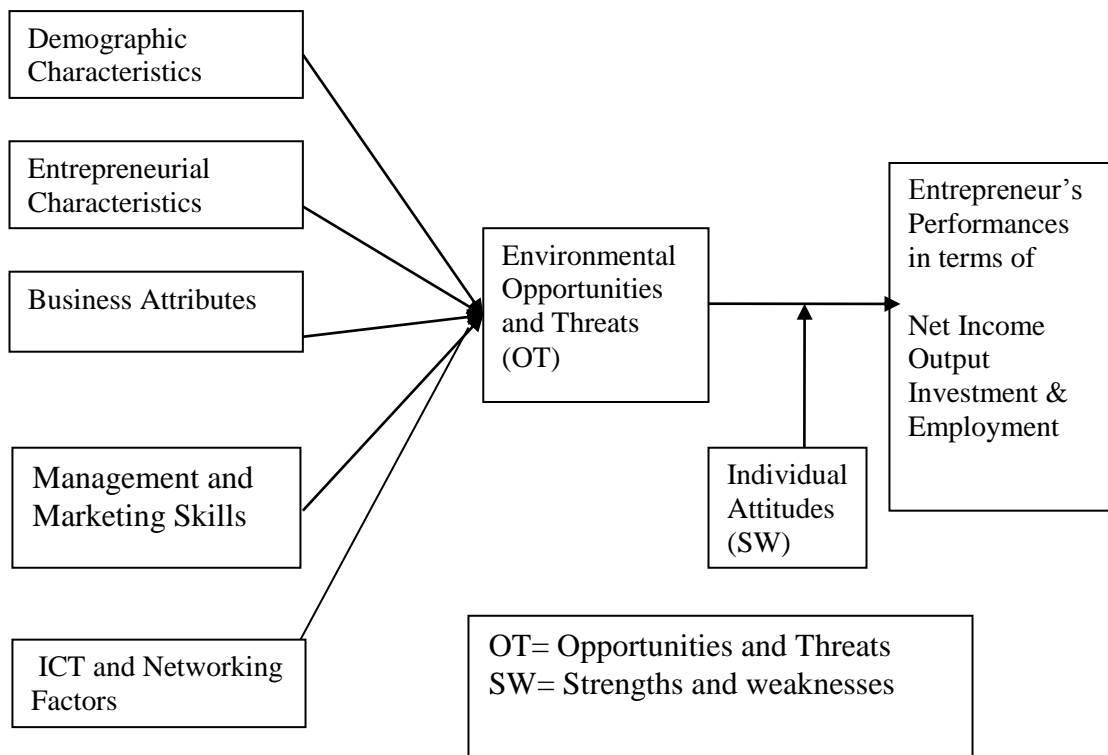
Research model assumed for the study,

$$P = f\{PC, EA, BN, MS, MA, SW, OT\}$$

**Explanation:** Entrepreneur's **Performance** is the aggregate function of factors related to entrepreneur's Personal Characteristics (PC), Entrepreneurial Activities (EA), Business Nature (BN), Marketing Strategies (MS), Managerial Aspects (MA), Entrepreneurial Strengths and Weaknesses (SW), Environmental Opportunities and Threats (OT).

Performance (P) in this study was considered an aggregate of ratios of initial and current i. capital invested, ii. revenue earned, iii. expenditure accrued, iv. profit incurred and v. employees growth.

Figure: 2.10 Theoretical Framework for Factors Affecting Entrepreneur's Performance





## **CHAPTER THREE**

# Methodology of the Study

**3.1 Sources of Data:** This was a cross sectional study conducted among women entrepreneurs in small and medium enterprises of Bangladesh. There were two types of data source: i. Primary Source and, ii. Secondary Source.

**3.1.1 Primary Sources:** Women entrepreneurs of SME's in rural and urban areas of Bangladesh irrespective of their size, types, and nature of businesses were the primary data sources.

**3.1.2 Secondary Sources:** For secondary data, business literature, articles, reports, journals, and websites were considered as major sources. These data were only used to formulate theories of the study .

**3.2 Data Collection Instruments:** A comprehensive **interview questionnaire** was developed for primary data collection. The three-parts questionnaire comprises of six different sections of respondent's data and information. First section deals with demographic and entrepreneurial characteristics of the respondents. Second section of the questionnaire includes business profile and investment activities of the respondents. Third and final section of the questionnaire tries to identify the external and internal factors related to performances. **Interview guidance** (the supervisor's notes taken from time to time) had been followed while making interview with the respondents. An **interview schedule** was also framed to cover interviews with the respondents. For secondary data collection, a **checklist** was developed and used for this study.

**3.3 Data Collection Methods:** Major data collection methods were **interviewing** the respondents by administering questionnaire. Questionnaire were administered to 125 women entrepreneurs for face to face interviewing. The **discussions** were made with the key informants like program coordinators of BRAC, MIDAS, WED, BGMEA, and SME Foundation Bangladesh. Appointment basis **meetings** were fixed to the director of SME Foundation WE department and Bangladesh Bank SME section. The **telephonic conversations** were made to collect raw data form women entrepreneurs of different remote districts. For collecting secondary data, literature (books, journals, dailies etc.) **reviewing**, official documents (annual reports, brochures, periodicals etc.) **analysing, desk working, web searching, web browsing** etc. had been made.

**3.4 Data Analysis and Presentation:** The computer application software like Microsoft ACCESS, Excel and Word were used for data analysis and interpretations. **Microsoft ACCESS** software was mainly used for data mining and storing by using suitable templates.

Stored data were linked to **Microsoft Excel** for appropriated enumeration (like **statistical mean, standard deviation, correlation, percentiles** etc.). The thesis was typed in **Microsoft Word 2003**. Analyzed data were presented in **Tables, Charts and Graphs** associated with brief interpretations beneath.

**3.5 Sample Design and Sampling:** The population of the study was comprised by women entrepreneurs in small and medium enterprises of Bangladesh irrespective of their types, nature and entrepreneurial homogeneity-heterogeneity.

**3.5.1 A Sequential Chart:** the sequential chart that was followed to design samples of the population has been furnished bellow-

**Table: 3.5.1 A sequential chart for research method**

Sl. No.	Job Title	Job Descriptions	Comments
1	Population Formation	Collecting directories, visiting cards, address books, member lists etc. from SME Foundation, DoWA, MIDAS Ltd., PKSF, WEAB, GRAMEEN Bank, BRAC, and BSCIC	
2	Population Segregation	Dividing population on the basis of entrepreneurs' business natures of i. Manufacturing, ii. Trading, iii. Service delivery iv. NGOs and v. Handicrafts	
3	Population Stratum	Two types of population stratum were formed on the basis of geographical characteristics i. Divisional headquarters ii. Districts surrounded a division.	
4	Sample Size	Sample size for divisional stratum was 20-30 samples and it was 5-10 samples for district stratum.	
5	Sampling Process	Random sampling technique was followed to select samples from segregated population and forming sample stratum.	

**3.5.2 Sampling Frame:** the population of the study was comprised by lists of women entrepreneurs' directories and coordinates from SME foundation, Directorate of Women Affair, MIDAS Ltd, PKSF, WEA Bangladesh and researcher's personal collections. Samples were collected from the population irrespective of their age, experience, education, training, business size, nature and locations. Due to various types of constraints strict maintenance of SMEs set definitions were often compromised.

**3.5.3 Sampling Methods and Samples:** Population was divided into entrepreneurs' nature of business as i. Manufacturing ii. Trading iii. Service delivery iv. NGOs and v. Handicrafts. Then identical samples were segregated/ isolated geographically to form stratum of divisions and districts. Samples were then selected randomly from each stratum for collecting primary data and information. This random process had been continued until stratus was made up by the required number of samples (at least 20 samples for each division and 5 samples for each district).

Finally 375 samples were selected for collecting primary data. Among them 125 samples were directly interviewed by the researcher for evaluating (on the basis of a 5-point Likert rating scale) external and internal factors affecting performance of women entrepreneurs.

**Table: 3.5.3 Distribution of Samples by Geographical Stratum**

Divisions	Districts	Respondents	Percentage	Cumulative
Dhaka =65	Dhaka	31	8.27	8.27
	Gazipur	10	2.67	10.93
	Narayangonj	10	2.67	13.60
	Manikgonj	8	2.13	15.73
	Faridpur	6	1.60	17.33
Chittagong =65	Chittagong	30	8.00	25.33
	Comilla	10	2.67	28.00
	Noakhali	10	2.67	30.67
	Cox's Bazar	10	2.67	33.33
	Rangamati	5	1.33	34.67
Rajshahi = 55	Rajshahi	30	8.00	42.67
	Bogra	10	2.67	45.33
	Sirajgonj	5	1.33	46.67
	Pabna	5	1.33	48.00
	Joypurhat	5	1.33	49.33
Khulna =45	Khulna	20	5.33	54.67
	Jessore	10	2.67	57.33
	Bagerhat	5	1.33	58.67
	Satkhira	5	1.33	60.00
	Narail	5	1.33	61.33
Sylhet =45	Sylhet	25	6.67	68.00
	Moulvibazar	10	2.67	70.67
	Habiganj	5	1.33	72.00
	Sunamgonj	5	1.33	73.33
Barisal =50	Barisal	25	6.67	80.00
	Patuakhali	7	1.87	81.87
	Pirojpur	5	1.33	83.20
	Bhola	8	2.13	85.33
	Jhalokathi	5	1.33	86.67
Rangpur =50	Rangpur	30	8.00	94.67
	Dinajpur	5	1.33	96.00
	Gaibandha	5	1.33	97.33
	Nilphamary	5	1.33	98.67
	Lalmonirhat	5	1.33	100.00
= 375	Total	375		

## **CHAPTER FOUR**

# General Findings

**4.1. Demographic Characteristics:** seven demographic characteristics were assessed by the study. These were women entrepreneurs’ i. Age, ii. Education, iii. Experience, iv. Previous Status, v. Marital Status, vi. Family Size, and, vii. Husband’s Occupation. The major findings are furnished below-

**Table 4.1.i**

Distribution of Women Entrepreneurs by Age

Age Group	Respondents	Percentage (%)	Cumulative
20 – 29	99	26.40	26.40
30 – 39	132	35.20	61.60
40 – 49	115	30.67	92.27
50- 59	25	6.67	98.93
60- 69	4	1.07	100.00
Total	375	100.00	

Source: Field Survey

About 26% of the women entrepreneurs were in the age group of 20 to 29 years. 35% of them were in the age group of 30 to 39 years. That means, more than half of the women entrepreneurs were in the age group of 20-39 years. Slightly less than one third of the respondents were in the age group of 40-49. The rest eight percent women entrepreneurs were above 50 years of age. So, more than four-fifth of them were below the age of 50 years.

**Table 4.1.ii**

Distribution of Women Entrepreneurs by Educational Qualification

Qualification	Respondents	Percent	Cumulative %
Hons (3	37	9.87%	10%
Degree or	95	25.33%	35.20%
HSC	117	31.20%	66.40%
SSC	60	16.00%	82.40%
Secondary (6-10)	55	14.67%	97.07%
Primary (1-5)	7	1.87%	98.93%
Nil	4	1.07%	100.00%
Total	375	100.00%	

Source: Field Survey

Educational qualification of the respondents reveal that, 35% of the women entrepreneurs were found to be highly educated, that is, they were either Bachelor or Master degree holder. Nearly 47% of them were completed up to their secondary education, that is, they had HSC and/or SSC passing certificates. Relatively 17% of them did not attend or pass any sorts of public examinations. Only one percent of them had never go to school.

**Table 4.1.iii**

Distribution of Women Entrepreneurs by Experience

Years	Respondents	Percent	Cumulative
1—10	211	56%	56%
11—20	143	38%	94%
21—30	18	5%	99%
31—above	3	1%	100%
Total	375	100%	

Source: Field Survey

More than half of the women entrepreneurs were found to have one to ten years of experience in business. 38% of them had experience of 11 to 20 years. Up to 94% percent of women entrepreneurs had been doing their business for last two decades.

**Table 4.1.iv**

Distribution of Women Entrepreneurs by Previous Status

Occupations	Respondents	Percent	Cumulative
Nil	19	5.07%	5.07%
House wives	269	71.73%	76.80%
Student	47	12.53%	89.33%
Teacher	16	4.27%	93.60%
Private jobs	8	2.13%	95.73%
Public jobs	5	1.33%	97.07%
Business workers	11	2.93%	100.00%
Total	375	100.00%	

Source: Field Survey

In respects to the previous status of the women entrepreneurs, 72% were found to be house wives before entering into business. 17% of them had come from educational institutions as teachers or students. Five percent of the women entrepreneurs had started their businesses without having any occupational status. Only a few of them were engaged in business related activities before starting the business.

**Table 4.1.v**

Distribution of Women Entrepreneurs by Marital Status

Marital Status	Respondents	Percent	Cumulative %
Married	338	90.13	90.13
Unmarried	23	6.13	96.27
Widow	11	2.93	99.20
Other Status	3	0.80	100.00
Total	375	100.00	

Source: Field Survey

The figures in above table reveal that, 90% of the women entrepreneurs were found to be married. Six percent of them were unmarried. Rests of them were widowed or other types of status like conjugal separation and/or else.

**Table 4.1.vi**

Distribution of Women Entrepreneurs by Family Size

Family members	Respondents	Percentage	Cumulative %
Mono	23	6.13%	6.13%
Two	24	6.40%	12.53%
Three	91	24.27%	36.80%
Four	109	29.07%	65.87%
Five	89	23.73%	89.60%
Six	33	8.80%	98.40%
Seven –above	6	1.60%	100.00%
Total	375	100.00%	

Source: Field Survey

About six percent women entrepreneurs had mono family (one member). Another six percent of them had only two members in the family. Nearly one fourth of the respondents had three persons in their family. 29% of them had found to have four members in the family

**Table 4.1.vii**

Women Entrepreneurs by their Guardians/Husbands' Occupations

Occupational	Respondents	Percentage	Cumulative
Nil	14	3.73%	3.73%
Business	258	68.80%	72.53%
Private jobs	49	13.07%	85.60%
Govt. jobs	17	4.53%	90.13%
Local	6	1.60%	91.73%
Other professions	31	8.27%	100.00%
Total	375	100.00%	

Source: Field Survey

More than 68% of the women entrepreneurs' guardians'/husband's occupations were business. 13% of them were private job holders. Seven percent of them were local representatives or government officials. Eight percent were found to be Doctors, Engineers, and Teachers etc.



**4.2 Entrepreneurial Characteristics:** five entrepreneurship attributes of women entrepreneurs were assessed in this study. These were women entrepreneurs' i. Motivational Factors, ii. Founder of Business, iii. Nature of Ownership, iv. Types of Functions, and v. Business Heredity.

**Table 4.2.i**

Distribution of Women Entrepreneurs' by Motivations or Driving Forces

<b>Motivation Factors</b>	<b>Respondents</b>	<b>Percent</b>	<b>Cumulative</b>
Having no alternatives	39	10.40	10.40
Self employment/money	150	40.00	50.40
To serve humanity (women)	75	20.00	70.40
Seeking family solvency	57	15.20	85.60
Having own dream/desire	27	7.20	92.80
Traditional profession	27	7.20	100.00
Total	375	100.00	

Source: Field Survey

The figures in the above table depict that, one tenth of the women entrepreneurs came to the business with no alternatives. Two fifth of them wanted to be self employed/self dependent. One fifth of the women entrepreneurs had been driven by humanity like serving distressed and poor women. 15% of the women entrepreneurs started business due to their family solvency. Seven percent women entrepreneurs were driven by their dream and desire to start a business. Rest seven percent women entrepreneurs had started business as a succession of the profession.

**Table 4.2.ii**

Distribution of Women Entrepreneurs by Business Founder

<b>Founder</b>	<b>Respondents</b>	<b>Percent</b>	<b>Cumulative%</b>
Own self	231	61.60	61.60
Husband/family	93	24.80	86.40
Father/mother/brother	15	4.00	90.40
Self with others	36	9.60	100.00
Total	375	100.00	

Source: Field Survey

Almost 62% women entrepreneurs were the founder of their own business. Almost one fourth of the respondents run businesses established by their husbands. Four percent respondents had run their businesses as a successor. Rest of them had business founded by their partners or others.

**Table 4.2.iii**

Distribution of Women Entrepreneurs by Types of Ownership

<b>Nature of Ownership</b>	<b>Respondents</b>	<b>Percent</b>	<b>Cumulative</b>
Sole Proprietorship	270	72.00	72.00
Partnership	85	22.67	94.67
Cooperative	17	4.53	99.20
Joint venture/company	3	0.80	100.00
Total	375	100.00	

Source: Field Survey

Nearly three fourth women entrepreneurs of the study were found to be sole proprietors, that is, they were the single owner of the business. Almost 23% of them were involve in partnership business. Five percent of them were involved in cooperatives and rest of them had a joint company.

**Table 4.2.iv**

Distribution of Women Entrepreneurs by Types of Business Functions

<b>Nature of Functions</b>	<b>Respondents</b>	<b>Percent</b>	<b>Cumulative%</b>
Trading and Commerce	180	48.00	48.00
Manufacturing and	52	13.87	61.87
Service Delivery	96	25.60	87.47
Live Stock /Hatchery	35	9.33	96.80
NGOs/Cooperatives	12	3.20	100.00
Total	375	100.00	

Source: Field Survey

Categorizing the major business functions of the women entrepreneurs, nearly half of them were found to be engaged in trading and commerce. About 26% of them were involved in service delivery and almost 14% of them were belong to manufacturing and distribution businesses. Almost one tenth of them were the livestock/ hatchery businesses and rest three percent of them were involved in NGOs/Cooperatives.

**Table 4.2.v**

Distribution of Women Entrepreneurs by Entrepreneurship Heredity

Relations	Respondents	Percent	Remarks
Husband	210	79.55	264 respondents had found to have entrepreneur/s in their family, respondents were mutually inclusive, more than one responses have been considered. Cumulative % is >100
Father	36	13.64	
Mother	9	3.41	
In Laws	30	11.36	
Uncle/aunts	15	5.68	
Others	9	3.41	

Source: Field Survey

About 70% of the women entrepreneurs had responded the question. Among them, almost 80% said that their husbands were entrepreneurs. Nearly 17% said that their father or mother were entrepreneurs. Nearly 30% of the women entrepreneurs said that they had no entrepreneurs in their family.

**4.3 Investment Characteristics:** for investment profile, women entrepreneurs were assessed in respect to their initial and current i. Capital, ii. Expenditure, iii Revenues, iv. Profits, v. Employees, and vi. Related Problems. The summery findings are displayed below-

**Table 4.3.i**

Distribution of Women Entrepreneurs by Monthly Initial Capital (Range in '000 Tk.)

Initial Cap. (Tk.)	Responses	Percent%	Cumulative
1-50	113	30.38	30.38
51-100	66	17.74	48.12
101-150	15	4.03	52.15
151-200	51	13.71	65.86
201-250	3	0.81	66.67
251-300	23	6.18	72.85
301-350	3	0.81	73.66
351-400	13	3.49	77.15
401-450	3	0.81	77.96
451-500	43	11.56	89.52
501- above	39	10.48	100.00
Total	372	100.00	

Source: Field Survey

Nearly one third of the women entrepreneurs had started the business with less than fifty thousand taka. Almost half of them had started business within less than one lac Taka. Only one tenth of the women entrepreneurs had started business with more than five lac taka.

**Table 4.3.ii**

Distribution of Women Entrepreneurs by Monthly Current Capital (Range in '000 Tk.)

<b>Current Cap. '000</b>	<b>Respondents</b>	<b>Percent%</b>	<b>Cumulative</b>
100-1000	106	28.49	28.49
1100-2000	120	32.26	60.75
2100-3000	63	16.94	77.69
3100-4000	19	5.11	82.80
4100-5000	29	7.80	90.59
5100-6000	6	1.61	92.20
6100-7000	3	0.81	93.01
7100-8000	6	1.61	94.62
8100-9000	3	0.81	95.43
9000-10000	3	0.81	96.24
10001- above	14	3.76	100.00
Total	372	100.00	

Source: Field Survey

About 28% of the women entrepreneurs had current capital of less than 10 lac (one million) taka. More than three fifth of them had less than 20 lac (2 million) taka as current capital. Around four percent of them owned more than one corer (ten million) taka as current capital.

**Table 4.3.iii**

Distribution of Women Entrepreneurs by Source of Primary Capitals

<b>Sources of Initial</b>	<b>Responses</b>	<b>Percentage</b>	<b>Cumulative%</b>
Own self	101	26.93	26.93
Husband/family	144	38.40	65.33
Relatives	32	8.53	73.87
Friends & Others	18	4.80	78.67
Institutions	80	21.33	100.00
Total	375	100.00	

Note: Respondents are mutually exclusive. Only major investment source has been considered.

Source: Field Survey

Almost 27% of the women entrepreneurs had started their business initially with their own capital. About 38% women entrepreneurs had started business with their family supports. More than 21% women entrepreneurs had taken financial help from FIs. A mentionable 13% of the women entrepreneurs got financial help from their relatives/friends/partners for starting the business.

**Table 4.3.iv**

Distribution of Women Entrepreneurs by Monthly Initial Expenses ('000 Tk)

<b>Initial Expenses</b>	<b>Responses</b>	<b>Percent</b>	<b>Cumulative %</b>
1-50	157	44.23	44.23
51-100	99	27.89	72.11
101-150	28	7.89	80.00
151-200	34	9.58	89.58
201-250	3	0.85	90.42
251-300	24	6.76	97.18
301-350	3	0.85	98.03
351-above	7	1.97	100.00
Total	355	99.44	

Source: Field Survey

About 44% of the women entrepreneurs were needed monthly average expenses for less than fifty thousand taka initially. It was 90% to spend less than two lac taka as initial expenses.

**Table 4.3.v**

Distribution of Women Entrepreneurs by Monthly Current Expenses ('000 Tk)

<b>Current Expense</b>	<b>Responses</b>	<b>Percent</b>	<b>Cumulative</b>
1-100	24	6.76	6.76
101-200	38	10.70	17.46
201-300	88	24.79	42.25
301-400	10	2.82	45.07
401-500	41	11.55	56.62
501-600	28	7.89	64.51
601-700	3	0.85	65.35
701-800	8	2.25	67.61
801-900	3	0.85	68.45
901-1000	24	6.76	75.21
1001-above	88	24.79	100.00
Total	355	100.00	

Source: Field Survey

Around 42% women entrepreneurs spent less than three lac taka as current monthly expenses. Almost 25% of them spent more than ten lac (one million) taka as monthly expenses.

**Table 4.3.vi**

Distribution of Women Entrepreneurs by Monthly Initial Revenues/Incomes ('000 Tk)

<b>Initial Revenues</b>	<b>Responses</b>	<b>Percentage</b>	<b>Cumulative%</b>
1-50	132	38.15	38.15
51-100	83	23.99	62.14
101-150	68	19.65	81.79
151-200	20	5.78	87.57
201-250	21	6.07	93.64
251-300	3	0.87	94.51
301-350	11	3.18	97.69
351-400	8	2.31	100.00
Total	346	100.00	

Source: Field Survey

In respect to monthly initial revenue, 38% of the women entrepreneurs had initial monthly revenues of less than fifty thousands Taka. They were 90% who earned less than two lac taka as initial monthly revenues.

**Table 4.3.vii**

Distribution of Women Entrepreneurs by Monthly Current Revenues ('000 Tk)

<b>Current Revenue</b>	<b>Responses</b>	<b>Percentage</b>	<b>Cumulative%</b>
1-100	10	2.81	2.81
101-200	37	10.39	13.20
201-300	44	12.36	25.56
301-400	87	24.44	50.00
401-500	15	4.21	54.21
501-600	46	12.92	67.13
601-700	22	6.18	73.31
701-800	5	1.40	74.72
801-900	6	1.69	76.40
901-1000	7	1.97	78.37
1001-above	77	21.63	100.00
Total	356	100.00	

Source: Field Survey

Only 13% of women entrepreneurs made less than two lac taka and 25% of them earned two to three lac taka as current monthly revenues. Around 20% of them were found to earn monthly revenues of more than ten lac taka.

**Table 4.3.viii**

Distribution of Women Entrepreneurs by Monthly Initial Profits ('000 Tk.)

Initial Profits	Respondents	Percent	Cumulative
1-10	178	62.02	62.02
11-20	66	23.00	85.02
21-30	17	5.92	90.94
31-40	6	2.09	93.03
41-50	20	6.97	100.00
51-above	0	0.00	100.00
Total	287	100.00	

Source: Field Survey

In respect to the initial monthly profits, 62% of the women entrepreneurs had secured less than ten thousands taka. They were about 85% who had earned up to twenty thousands taka as initial monthly profits.

**Table 4.3.ix**

Distribution of Women Entrepreneurs by Monthly Current Profits ('000 Tk.)

Current Profits	Respondents	Percent	Cumulative
1-25	115	31.68	31.68
26-50	176	48.48	80.17
51-75	36	9.92	90.08
76-100	27	7.44	97.52
101-above	9	2.48	100.00
Total	363	100.00	

Source: Field Survey

Almost 32% women entrepreneurs had found to have up to twenty five thousands taka current monthly profits. Around one tenth of them had earned more than seventy five thousands taka as a current monthly average profits.

**Table 4.3.x**

Distribution of Women Entrepreneurs by Number of Employees

Initial	Respondents	Percent	Cumulative%
1-5	305	82.43	82.43
6-10	50	13.51	95.95
11-15	10	2.70	98.65
16-	5	1.35	100.00
Total	370	100.00	

Source: Field Survey

Figures in above table show that, more than 82% of the women entrepreneurs started their business with less than five employees. More than 95% of them started business with less or up to 10 employees.

**Table 4.3.xi**

Distribution of Women Entrepreneurs by Number of Employees

<b>Current</b>	<b>Respondents</b>	<b>Percent</b>	<b>Cumulative%</b>
1-5	97	25.87	25.87
6-10	120	32.00	57.87
11-15	51	13.60	71.47
16-20	35	9.33	80.80
21-25	10	2.67	83.47
26-30	11	2.93	86.40
31-35	7	1.87	88.27
36-40	10	2.67	90.93
41-45	0	0.00	90.93
46-50	11	2.93	93.87
51-	23	6.13	100.00
Total	375	100.00	

Source: Field Survey

About 26% of the respondents currently have less than five and nearly 32% of them had less than 10 employees in their organization. Around 81% of the women entrepreneurs currently had less than 20 employees. Eight percent of them had found to have more than 50 employees currently working at their business units.

**Table 4.3.xii**

Distribution of Women Entrepreneurs by Number of Women Employees

<b>Initial</b>	<b>Respondents</b>	<b>Percent</b>	<b>Cumulative%</b>
Less than 5	342	91.20	91.20
6-10	25	6.70	97.90
11-15	5	1.30	99.20
Above 15	3	0.80	100.00
Total	375	100.00	

Source: Field Survey

More than 90% of the women entrepreneurs had found to have started their business with less than five women employees. Almost 98% of them had started business with up to 10 women employees.



**Table 4.3.xiii**

Distribution of Women Entrepreneurs by Number of Women Employees

<b>Current Employees</b>	<b>Res.</b>	<b>Percent</b>	<b>Cumulative%</b>
Less than 5	240	64.00	64.00
6-10	61	16.27	80.27
11-15	18	4.80	85.07
16-20	8	2.13	87.20
21-25	5	1.33	88.53
26-30	6	1.60	90.13
31-35	7	1.87	92.00
36-40	6	1.60	93.60
41-45	0	0.00	93.60
46-50	3	0.80	94.40
51-above	21	5.60	100.00
Total	375	100.00	

Source: Field Survey

In this study, 64% of the respondents were found to have less than five women employees working in their business. More than 80% of them had less than 10 women employees. Only six percent of them had more than 50 women employees.

**Table 4.3.xiv**

Distribution of Women Entrepreneurs by Capital Generation Problems

<b>Types of Problems</b>	<b>Res.</b>	<b>Percent</b>	<b>Remarks</b>
Insufficient savings	285	84.82	Figures are not mutually exclusive. 39 of the respondents reported had no problems.
Collaterals	144	42.86	
Insufficient loan amount	246	73.21	
Information paucity	132	39.29	
Procedural complexities	156	46.43	
Briberies	45	13.39	

Source: Field Survey

Data related to capital generating problems show that, lack of own savings caused major problem for most 85% women entrepreneurs. Collaterals caused another problem for more than 42% entrepreneurs. About 73% of them agreed about insufficient loan amount, and almost 46% referred the procedural complexities for institutional loan. Almost 40% of them lacked information about capital generation. A mentionable 13% of the women entrepreneurs had grievances about briberies for loan or advances.

**Table 4.3.xv**

Distribution of Women Entrepreneurs by Types of Collaterals

Types of Collaterals	Respondents	Percent	Remarks
Land and Buildings	63	18.42	Responses are mutually inclusive. 33 respondents reported had no collaterals.
Other fixed Assets	162	47.37	
Goodwill	315	92.11	

Source: Field Survey

The figures in above table reveal that, more than 90% of the women entrepreneurs had to manage collaterals for their loan or advances. Among them, about 18% have mortgaged their Land and Buildings as collaterals. About 47% of them pledged other fixed assets of commodities as collaterals of loan and advances. Most of them use personal goodwill as collaterals for cash or kind loans from suppliers or producers.

**4.4 Marketing and Management Aspects:** the major marketing management aspects of the women entrepreneurs are depicted below-

**Table 4.4.i**

Distribution of Women Entrepreneurs by Major Product Marketing Strategies

Strategies	Respondents	Percent%	Cumulative	Remarks
Marketing with lower price	129	34.40	34.40	Respondents are mutually exclusive. Only major marketing strategy was considered.
Marketing for quality goods	108	28.80	63.20	
Goods sold at market price	105	28.00	91.20	
Marketing by Price Discrimination	27	7.20	98.40	
Price for Surviving	6	1.60	100.00	
Total	375	100.00		

Source: Field Survey

About one third of the women entrepreneurs had found to set lower price for their product in the market. More than 28% of women entrepreneurs were emphasized quality of the product rather its price. Same percent of women entrepreneurs sold their products at market or competitive price. About seven percent of them kept had discriminating product pricing. Rest of them had a price for only their survival.

**Table 4.4.ii**

Distribution of Women Entrepreneurs by Product Pricing Methods

Pricing Methods	Responses	Percent	Cumulative%	Remarks
Mark up Pricing(Cost +	201	53.60	53.60	Respondents are mutually exclusive. Only key pricing method has been considered for one respondent.
Demand & Supply based	66	17.60	71.20	
Market price	96	25.60	96.80	
BEP analysis	12	3.20	100.00	

Source: Field Survey

More than 54% of the women entrepreneurs were found to set their product price based on cost incurred plus a lump-sum (mark up pricing). Nearly 18% of them had set their product price based on demand and supply. About one-fourth of them sold their product on the market price or price inscribed by the producers. A few of them had set price on the basis of break even point (BEP) analysis.

**Table 4.4.iii**

Distribution of Women Entrepreneurs by Product Marketing Activities/Jobs

Key Person	Respondents	Percentage	Cumulative%	Remarks
Own self	246	65.60	65.60	Responses are mutually exclusive. Respondents are requested to say only key marketing person.
Husband	81	21.60	87.20	
Employees	27	7.20	94.40	
Relatives	12	3.20	97.60	
Partners and others	9	2.40	100.00	
Total	375	100.00		

Source: Field Survey

Almost two third of the women entrepreneurs had been directly involved in their product marketing activities. One fifth of them depended on their husband for marketing activities. Seven percent of the women entrepreneurs were found to engage the employees for their product marketing activities.

**Table 4.4.iv**

Distribution of Women Entrepreneurs by Advertisement

Medium	Respondents	Percentage	Remarks
Newspapers/Publications	150	55.56	Respondents are mutually inclusive. 105 (28%) respondents informed that they did not do advertisement for their products.
Local cable channel	60	22.22	
TV	15	5.56	
Signboard/Billboard	165	61.11	
Leaflet/Handbill	90	33.33	
Websites	39	14.44	

Source: Field Survey

It was reported that, 270 respondents out of 375 made advertisement for their product. Among them, more than half were found to use newspapers for the product advertisement. More than one fifth of them use local cable channel and one third of them use handbill or leaflet to advertise their product. More than 60% of the women entrepreneurs use signboard or bill board as a key advertising medium for their business.

**Table 4.4.v**

Distribution of Women Entrepreneurs by Sales Promotion

Sales Promotion Policies	Respondents	Percentage	Remarks
Price Reduction	105	60.34	Responses are mutually inclusive. 201 (53.6%) respondents did not use sales promotional policies.
Seasonal Outlet	36	20.69	
Gifts	24	13.79	
Free delivery	15	8.62	
At convenient	90	51.72	

Source: Field Survey

About 54% of the women entrepreneurs did not take promotional measures. Amongst 174 women entrepreneurs, 60% of them adopted price reduction policy as one of the measures of sales promotion. About 21% of them followed seasonal outlet as a measure of sales promotion. Nearly 14% women entrepreneurs who are practicing sales promotion allow gift for their product promotion. Almost one tenth women entrepreneurs were found to provide with free home delivery. About 52% were used convenience promotional policies for their goods or services.

**Table 4.4.vi**

Distribution of Women Entrepreneurs by Usage of Market Information Sources

Sources of Inf.	Respondents	Percent	Cumulative%	Remarks
Buyers/Customers	204	54	54	Respondents are mutually exclusive. Only the major source of information has been considered.
Suppliers	36	10	64	
Competitors	24	6	70	
Own medium	111	30	100	
Total	375			

Note: 285 (76%) respondents were reported not satisfied with existing information sources

Source: Field Survey

In respect to market information sources, about 54% of the women entrepreneurs use their buyers/customers for market information source. Almost one tenth of the respondents were depended on their suppliers for marketing information. Only six percent of the women entrepreneurs got market information from their competitors. A mentionable 29% of the women entrepreneurs used their own medium like friends-relatives, publications, audio visual mass medium for getting their marketing information. More than 76% of the women entrepreneurs were found not satisfied with their current information sources.

**Table 4.4.vii**

Distribution of Women Entrepreneurs by Usage of Business Middlemen

<b>Middlemen</b>	<b>Responses</b>	<b>Percentage</b>	<b>Remarks</b>
Wholesalers	201	66	Responses are mutually inclusive.
Dealers	84	27	
Retailer	285	93	
Note: 69 respondents were reported not use business middlemen			

Source: Field Survey

Almost 81% of the women entrepreneurs used middlemen for their products. Out of them, two third used wholesaler for their product marketing. More than 27% of them had the dealers for their product marketing. More than 90% women entrepreneurs were used retailer as their product middlemen.

**Table 4.4.viii**

Distribution of Women Entrepreneurs by Other Marketing Strategies

<b>Marketing Efforts</b>	<b>Responses</b>	<b>Percent</b>	<b>Remarks</b>
Trade fair participation	111	30%	Respondents are mutually exclusive. Total respondents were 375.
Foreign trade participation	63	17%	
Personal selling adoption	114	30%	
Product research investment	36	10%	

Source: Field Survey

Only 30% women entrepreneurs were found to participate in trade fairs. Seventeen percent of them were involved in foreign trade. Thirty percent of them had adopted personal selling for their goods and commodities. Only 10% women entrepreneurs did investment in their product research and development.

**Table 4.4.ix**

Distribution of Women Entrepreneurs by Marketing Problems

<b>Types of Problems</b>	<b>Responses</b>	<b>Percentage</b>	<b>Remarks</b>
Expensive	186	55	Respondents are mutually exclusive. Only the major problem has been considered for each respondent.
Lack of Training	33	10	
Roads and Transportations Related	42	12	
Lack of Information/knowledge	42	12	
Lack of Salesmen	36	11	
Total	339	100	
Note: 36 respondents reported had found to have no marketing problems			

Source: Field Survey

Amongst 55% said it was expensive. Almost one tenth remarked as marketing training was the major problem for their product. More than 12% of the women entrepreneurs inferred that transportation was the major marketing problem for their products. The same portion referred lack of information/knowledge. However, slightly more than one tenth of the respondents referred their salesmen inefficiency as a marketing problem.

**Table 4.4.x**

Distribution of Women Entrepreneurs by Business Planning

Planning Formulated by:	Responses	Percentage	Remarks
Experts	21	6	Respondents are mutually exclusive. Only key planner has been considered for each respondent.
Own self	234	69	
Husband/Relatives	60	18	
Employees/Officials	24	7	
Total	339	100	
Note: 36 respondents reported had no business planning			

Source: Field Survey

For planning their businesses, almost 90% of the women entrepreneurs were found to formulate a yearly business plan. Out of them, only six percent used experts to formulate their business planning. Almost 70% women entrepreneurs prepared their business plan by themselves. More than 18% took help from their husbands for preparing their business plans. Only seven percent entrepreneurs engaged their employees for preparing their business plans.

**Table 4.4.xi**

Distribution of Women Entrepreneurs by Business Planning Horizons

Planning Periods	Responses	Percent	Remarks
1 year	246	73	Respondents are mutually exclusive.
2 years	36	11	
3 years or more	57	17	
Total	339	100	
Note: 36 (10%) respondents were reported do not plan for business			

Source: Field Survey

About 73% of the women entrepreneurs had found to have one year business planning. Only 11% of them had two years business planning and rest 17% had three or more years of business plan.

**Table 4.4.xii**

Distribution of Women Entrepreneurs for Accounting & Book Keeping Systems

Systems	Respondents	Percent	Remarks
Manual	204	59%	Respondents are mutually exclusive. 30 respondents were found to use traditional single entry system with manual procedures rest 345 respondents used double entry systems for their accounts and book keeping.
Computer	90	26%	
Both	51	15%	
Total	345	100%	

Source: Field Survey

Almost three fifth women entrepreneurs had found to keep their books and accounts manually. 26% of them did this by using computer. Rest 15% of the respondents used both manual and computer system for keeping books and accounts.

**Table 4.4.xiii**

Women Entrepreneurs by Employee's Incentives

Types of Incentives	Respondents	Percent	Remarks
Bonus	180	51.28	Responses are mutually inclusive. Out of 375, 352 respondents gave employees incentives. More than one response were considered for each respondent.
Overtime	105	29.91	
Lunch subsidies	45	12.82	
Free boarding	36	10.26	
Conveyances	24	6.84	
Free training (on job)	30	8.55	

Source: Field Survey

In respect to the employees incentives, among 94% of the women entrepreneurs 51% had allowed bonuses to their employees. Almost 30% had allowed overtime for their employees. Besides, 13% gave lunch, 10% gave free boarding and seven percent gave conveyances for their employees. About nine percent of the entrepreneurs provided or arranged free on the job training for their employees as incentive.

**Table 4.4.xiv**

Women Entrepreneurs by Employees' Monthly Minimum Salary

Salary in	Respondents	Percent	Cumulative%	Remarks
<1	12	3.28	3.28	Respondents were mutually exclusive. 9 respondents did not answer the question.
1<3	81	22.13	25.41	
3<4	138	37.70	63.11	
4<5	36	9.84	72.95	
5<6	93	25.41	98.36	
6<7	6	1.64	100.00	
Total	366			

Source: Field Survey

According to the figures in the above table show that, about 25% of the women entrepreneurs provide less than 3 thousand taka as monthly minimum salary to their employees. Almost up to 73% of them it was less than five thousand taka. The rest, 28% of the respondents gave more than five thousand taka as a minimum salary to their employees.

**Table 4.4.xv**

Distribution of Women Entrepreneurs by Employees' Monthly Maximum Salary

Salary in '000	Respondent	Percen	Cumul	Remarks
<3	15	4.46	4.46	Respondents were mutually exclusive. 39 respondents reported to no have answer.
3<5	9	2.68	7.14	
5<7	102	30.36	37.50	
7<9	57	16.96	54.46	
9<11	63	18.75	73.21	
11<13	24	7.14	80.36	
13<15	0	0.00	80.36	
15<17	30	8.93	89.29	
17<19	9	2.68	91.96	
>20	27	8.04	100.00	
Total	336			

Source: Field Survey

About 54% of the women entrepreneurs were found to give less than 9 thousand taka as maximum salary for their employees. It was 75% who gave less then 11 thousand taka as maximum salary for their employees. Only seven percent of the respondents were found to give more than 20 thousand taka as a maximum salary for their employees.



**4.5 Loan and ICT Related Attributes:** For credit and loan, women entrepreneurs were asked about the types of credit/loan, collateral, capital problems etc. In respect to ICT, they were asked for access to personal computers use of information technologies like internet, web sites etc. The findings are given below-

**Table 4.5.i**

Distribution of Women Entrepreneurs by Credits (Loans/Advances)

Sources of Credits/loans	Responses	Percentage	Remarks
Supplier's credit (Cash)	168	51.85	Respondents are mutually inclusive.
Supplier's credit (Kind)	72	22.22	
Supplier's credit (Both)	126	38.89	
Banks	195	60.19	
NGOs	54	16.67	
GOs	51	15.74	

Source: Field Survey

In respect to the loan and advances for their business, more than 90% of the women entrepreneurs needed credit for their business. 38% of them were needed suppliers' credit both in cash and kind. 60% of them were needed cash credit from the Banks. Slightly more than 15% took credit facilities both from Government and Non Government Organizations. It was found that, 14% of the respondents did not take credit. 50% respondents were found satisfied over the credit sources and 34% respondents were found satisfied over the credit amount.

**Table 4.5.ii**

Distribution of Women Entrepreneurs by Initial Capital Generation Problems

Types of Problems	Responses	Percent	Remarks
Need for fixed assets as collaterals	114	31.67	Respondents were mutually inclusive. 37 (10%) respondents were reported to have no initial capital generation problems.
Insufficient amount of credits/loans	42	11.67	
More documentations needed for loan	93	25.83	
Credit procedure was complex	135	37.50	
Briberies required	51	14.17	
Savings were insufficient	36	10.00	
Experience requirements	39	10.83	
Interest Rate was high	270	75.00	

Source: Field Survey

Among 90% women entrepreneurs, 32% said the collateral was a major problem in their capital generation. 75% of them said interest rate was another major problem for generating capital. More than 37% women entrepreneurs had procedural complexities for credit sanctions. About 26% of them said more documentation for credit/loans had created problems. 12% of them said loan amount was not sufficient. Equal one tenth women entrepreneurs had primary savings and experiences problems for generating business capital.

**Table 4.5.iii**

Distribution of Women Entrepreneurs by Access of PCS

No. of PCs	Respondents	Percent	Cumulative %	Remarks
<3	156	55.91	55.91	Respondents are mutually exclusive. Average number of PCs is found 2 PCs per respondent. Maximum is found 30 PCs.
3<5	60	21.51	77.42	
5<7	9	3.23	80.65	
7<9	6	2.15	82.80	
9<11	21	7.53	90.32	
11<13	6	2.15	92.47	
13<15	6	2.15	94.62	
15<17	3	1.08	95.70	
17<19	3	1.08	96.77	
20 -above	9	3.23	100.00	
Total	279			

Source: Field Survey

In business communication, 75% of the women entrepreneurs had access to the personal computers in their business. Among them, 55% had only two or less PCs in their business. More than three fourth had 3 to 4 PCs. Up to 80% women entrepreneurs had less than 7 PCs in their business. Only 3% of them had more than 20 PCs in their business. It was reported that ninety eight respondents out of 375 women entrepreneurs had no PCs in their business units.

**Table 4.5.iv**

Distribution of Women Entrepreneurs by ICT Usage

ICT Topics	Responses	Percent%	Remarks
Use of Internet	210	56%	Respondents were mutually inclusive.
Have E-mail account	174	46%	
Having Business	78	21%	

Source: Field Survey

Fifty six percent women entrepreneurs had found to use internet. It was 46% who had their personal e-mail account. Only 21% of them had business websites of their own.

**Table 4.5.v**

**Distribution of Women Entrepreneurs by ICT Problems**

<b>Types of problems</b>	<b>Respondents</b>	<b>Percent</b>	<b>Remarks</b>
Expensive	171	49.14	Responses are mutually exclusive, only major problem is considered for each respondent. Thirty (8%) respondents had found to have no ICT problems.
Rapid Changes	42	12.07	
Education and knowledge	51	14.66	
Technical Training	45	12.93	
Maintenance	24	6.90	
Lack of ICT Personnel	15	4.31	
Total	348	100.00	

Source: Field Survey

Out of 375 women entrepreneurs, 92% of them had mentioned about ICT problems. Among them, about 49% said it is expensive. Almost 15% said they lacked education and knowledge about ICT. 12% of them said they needed technical training or rapid change of ICT. Seven percent of them said it was maintenance of ICT. Rest four percent said they lacked ICT personnel.

## **CHAPTER FIVE**

# Measurement of Performance: An Example for the First 30 Samples

Performance is the act of performing or doing something successfully by using distinguished knowledge and skills. According to Victor H. Vroom, performance of an individual is a function of ability, motivation and environment in where s/he acts. That is, Performance;  $P = f[(a \times m) \times e]$ . Chandler and Hanks (1994:77) argue that the individual job performance is a function of ability, motivation and opportunity. Based on Rosa et al's (1996), individual's performance can primarily be measured by number of employees, growth in employees, sales turnover, value of capital assets etc.

In this study, five outcomes i. capital invested ii. revenue earned iii. expenses incurred iv. profit generated and v. growth in employees of an enterprise were selected to estimate the performance. First of all, ratios of initial and current state of these outcomes were calculated. The ratios were arbitrarily ranged into five ranks. Ranks were labeled 1-5 associated to the ranges of the ratios. Lower rank was denoted by 1 and associated with the lower range of the ratios. Thus the rank 5 was associated with the highest range of the ratios and was referred highest performance of the entrepreneur on the related outcome. For ordering the performance of the women entrepreneurs, the aggregate ranks were averaged and descended thereby. Calculation of the performances (**See Appendices**) for first 30 samples of different areas has been enumerated below-

**Table 5.1****Measuring Performance for Capital Invested**

<b>ID</b>	<b>Nature of Business</b>	<b>Cap1</b>	<b>Cap2</b>	<b>CapRatios</b>	<b>CapRanks</b>
1	Service	200	1500	8	1
2	Manufacturing	150	2000	13	1
3	Manufacturing	100	1000	10	1
4	Trading	200	2500	13	1
5	Manufacturing	500	2800	6	1
6	NGO	100	1600	16	1
7	Trading	2200	50000	23	1
8	Service	10	3000	300	5
9	Service	300	1200	4	1
10	Trading	100	10000	100	4
11	Manufacturing	200	3000	15	1
12	Service	100	2000	20	1
13	Service	300	2500	8	1
14	Manufacturing	1000	20000	20	1
15	NGO	100	6000	60	3
16	Trading	100	7000	70	3
17	Trading	100	3500	35	2
18	Service	150	50000	333	5
19	Trading	20	500	25	1
20	Manufacturing	50	5000	100	4
21	NGO	100	2000	20	1
22	Trading	1400	3500	3	1
23	Service	200	3000	15	1
24	NGO	200	5000	25	1
25	Trading	1000	5000	5	1
26	Service	30	1500	50	2
27	Service	50	1500	30	2
28	Service	200	1200	6	1
29	Trading	300	5000	17	1
30	Manufacturing	5	2000	400	5

Explanation:

Cap1 = Initial Capital, Cap 2= Current Capital,

CapRatios = Ratios of Capitals (Cap2/Cap1)

CapRanks = Ranking of Performance Based on Arbitrary Range of Capital Ratios

Hence, Rank 1 = Capital Ratios Ranged from 1-25, Rank 2= 26-50,

Rank 3 = 51-75, Rank 4 = 76-100 and

Rank 5 = 101- above

**Table 5.2**

**Measuring Performance for Revenue Earned**

<b>ID</b>	<b>Nature of Business</b>	<b>Rev1</b>	<b>Rev2</b>	<b>RevRatios</b>	<b>RevRanks</b>
1	Service	40	200	5	1
2	Manufacturing	100	300	3	1
3	Manufacturing	50	330	7	1
4	Trading	100	1000	10	1
5	Manufacturing	3	5000	1667	5
6	NGO	80	1100	14	1
7	Trading	700	6500	9	1
8	Service	120	80	1	1
9	Service	100	200	2	1
10	Trading	50	2500	50	2
11	Manufacturing	50	200	4	1
12	Service	50	50	1	1
13	Service	50	400	8	1
14	Manufacturing	250	3100	12	1
15	NGO	30	450	15	1
16	Trading	110	3200	29	2
17	Trading	35	100	3	1
18	Service	100	1200	12	1
19	Trading	10	100	10	1
20	Manufacturing	30	500	17	1
21	NGO	100	4500	45	2
22	Trading	150	350	2	1
23	Service	100	225	2	1
24	NGO	80	400	5	1
25	Trading	250	1550	6	1
26	Service	30	400	13	1
27	Service	50	225	5	1
28	Service	250	375	2	1
29	Trading	125	260	2	1
30	Manufacturing	3	550	183	5

Explanation:

Rev1 = Initial Revenue, Rev2= Current Revenue,

RevRatios = Ratios of Revenues (Rev2/Rev1)

RevRanks = Ranking of Performance Based on Arbitrary Range of Revenue Ratios

Hence, Rank 1 = Revenue Ratios Ranged from 1-25,

Rank 2= 26-50,

Rank 3 = 51-75,

Rank 4 = 76-100 and

Rank 5 = 101- above

**Table 5.3**

**Measuring Performance for Expenses Accrued**

ID	Nature of Business	Exp1	Exp2	ExpRatios	ExpRanks
1	Service	50	100	2	1
2	Manufacturing	40	200	5	1
3	Manufacturing	25	300	12	1
4	Trading	60	5	0	1
5	Manufacturing	3	20	7	1
6	NGO	60	600	10	1
7	Trading	600	6000	10	1
8	Service	100	4000	40	2
9	Service	150	500	3	1
10	Trading	35	1200	34	2
11	Manufacturing	60	200	3	1
12	Service	40	100	3	1
13	Service	60	300	5	1
14	Manufacturing	200	3000	15	1
15	NGO	20	400	20	1
16	Trading	100	3000	30	2
17	Trading	30	300	10	1
18	Service	90	900	10	1
19	Trading	5	500	100	4
20	Manufacturing	20	1200	60	3
21	NGO	20	500	25	1
22	Trading	150	300	2	1
23	Service	50	200	4	1
24	NGO	60	400	7	1
25	Trading	200	1500	8	1
26	Service	10	300	30	2
27	Service	40	200	5	1
28	Service	200	300	2	1
29	Trading	100	200	2	1
30	Manufacturing	2	1000	500	5

Explanation:

Exp1 = Initial Expenditure, Exp2= Current Expenditure,

ExpRatios = Ratios of Expenditure (Exp2/Exp1)

ExpRanks = Ranking of Performance Based on Arbitrary Range of Expenditure Ratios

Hence, Rank 1 = Expenditure Ratios Ranged from 1-25,

Rank 2= 26-50,

Rank 3 = 51-75,

Rank 4 = 76-100 and

Rank 5 = 101- above



**Table 5.4****Measuring Performance for Profit Secured**

	Nature of Business	Prft1	Prft2	PrftRatios	PrftRanks
1	Service	5	20	4	1
2	Manufacturing	30	100	3	1
3	Manufacturing	30	30	1	1
4	Trading	20	50	3	1
5	Manufacturing	30	100	3	1
6	NGO	20	50	3	1
7	Trading	50	200	4	1
8	Service	20	30	2	1
9	Service	10	20	2	1
10	Trading	15	100	7	1
11	Manufacturing	10	25	3	1
12	Service	10	20	2	1
13	Service	2	40	20	2
14	Manufacturing	50	100	2	1
15	NGO	10	50	5	1
16	Trading	10	100	10	1
17	Trading	5	35	7	1
18	Service	10	300	30	3
19	Trading	5	30	6	1
20	Manufacturing	10	40	4	1
21	NGO	50	500	10	1
22	Trading	5	20	4	1
23	Service	10	25	3	1
24	NGO	20	80	4	1
25	Trading	50	35	1	1
26	Service	20	70	4	1
27	Service	10	25	3	1
28	Service	50	75	2	1
29	Trading	25	60	2	1
30	Manufacturing	5	50	10	1

Explanation:

Prft1 = Initial Profit, Prft2= Current Profit,

PrftRatios = Ratios of Profits (Prft2/Prft1)

PrftRanks = Ranking of Performance Based on Arbitrary Range of Profit Ratios

Hence, Rank 1 = Ratios ranged from 1-10,

Rank 2= 11-20,

Rank 3 = 21-30,

Rank 4 = 31-50 and

Rank 5 = 51- above

**Table 5.5**

**Measuring Performance for Employee Growth**

ID	Nature of Business	Emp1	Emp2	EmpRatios	EmpRanks
1	Service	5	10	2	1
2	Manufacturing	5	15	3	1
3	Manufacturing	4	9	2	1
4	Trading	2	16	8	1
5	Manufacturing	5	30	6	1
6	NGO	4	16	4	1
7	Trading	15	150	10	1
8	Service	2	5	3	1
9	Service	3	5	2	1
10	Trading	5	15	3	1
11	Manufacturing	5	10	2	1
12	Service	3	5	2	1
13	Service	2	7	4	1
14	Manufacturing	5	10	2	1
15	NGO	2	40	20	2
16	Trading	2	15	8	1
17	Trading	1	5	5	1
18	Service	5	25	5	1
19	Trading	2	5	3	1
20	Manufacturing	5	12	2	1
21	NGO	10	100	10	1
22	Trading	5	5	1	1
23	Service	5	3	1	1
24	NGO	10	80	8	1
25	Trading	2	5	3	1
26	Service	5	20	4	1
27	Service	2	5	3	1
28	Service	2	5	3	1
29	Trading	5	5	1	1
30	Manufacturing	1	25	25	3

Explanation:

Emp1 = Initial Employees, Emp2= Current Employees,

EmpRatios = Ratios of Employees (Emp2/Emp1)

EmpRanks = Ranking of Performance Based on Arbitrary Range of Employee Ratios

Hence, Rank 1 = Ratios Ranged from 1-10,

Rank 2= 11-20,

Rank 3 = 21-30,

Rank 4 = 61-80 and

Rank 5 = 81- above

**Table 5.6**  
**Measuring Aggregated Performance**

ID	Nature of Business	CapRanks	RevRanks	ExpRanks	PrftRanks	EmpRanks	SumRn	AvgRn
1	Service	1	1	1	1	1	5	1.00
2	Manufacturing	1	1	1	1	1	5	1.00
3	Manufacturing	1	1	1	1	1	5	1.00
4	Trading	1	1	1	1	1	5	1.00
5	Manufacturing	1	5	1	1	1	9	1.80
6	NGO	1	1	1	1	1	5	1.00
7	Trading	1	1	1	1	1	5	1.00
8	Service	5	1	2	1	1	10	2.00
9	Service	1	1	1	1	1	5	1.00
10	Trading	4	2	2	1	1	10	2.00
11	Manufacturing	1	1	1	1	1	5	1.00
12	Service	1	1	1	1	1	5	1.00
13	Service	1	1	1	2	1	6	1.20
14	Manufacturing	1	1	1	1	1	5	1.00
15	NGO	3	1	1	1	2	8	1.60
16	Trading	3	2	2	1	1	9	1.80
17	Trading	2	1	1	1	1	6	1.20
18	Service	5	1	1	3	1	11	2.20
19	Trading	1	1	4	1	1	8	1.60
20	Manufacturing	4	1	3	1	1	10	2.00
21	NGO	1	2	1	1	1	6	1.20
22	Trading	1	1	1	1	1	5	1.00
23	Service	1	1	1	1	1	5	1.00
24	NGO	1	1	1	1	1	5	1.00
25	Trading	1	1	1	1	1	5	1.00
26	Service	2	1	2	1	1	7	1.40
27	Service	2	1	1	1	1	6	1.20
28	Service	1	1	1	1	1	5	1.00
29	Trading	1	1	1	1	1	5	1.00
30	Manufacturing	5	5	5	1	3	19	3.80

Here, CapRank = Rank in Capital,  
 RevRank = Rank in Revenue,  
 ExpRanks = Rank in Expenditures,  
 PrftRanks = Rank in Profit,  
 EmpRanks = Rank in Employees,  
 RnSum = Sum of Ranks,  
 AvgRn= Average of Ranks/Aggregated Performance

**Table 5.7****Ranking by Aggregated Performance**

<b>ID</b>	<b>Nature of Business</b>	<b>CapRanks</b>	<b>RevRanks</b>	<b>ExpRanks</b>	<b>PrftRanks</b>	<b>EmpRanks</b>	<b>SumRnk</b>	<b>AvgRnk</b>
30	Manufacturing	5	5	5	1	3	19	3.8
18	Service	5	1	1	3	1	11	2.2
8	Service	5	1	2	1	1	10	2.0
10	Trading	4	2	2	1	1	10	2.0
20	Manufacturing	4	1	3	1	1	10	2.0
5	Manufacturing	1	5	1	1	1	9	1.8
16	Trading	3	2	2	1	1	9	1.8
15	NGO	3	1	1	1	2	8	1.6
19	Trading	1	1	4	1	1	8	1.6
26	Service	2	1	2	1	1	7	1.4
13	Service	1	1	1	2	1	6	1.2
17	Trading	2	1	1	1	1	6	1.2
21	NGO	1	2	1	1	1	6	1.2
27	Service	2	1	1	1	1	6	1.2
1	Service	1	1	1	1	1	5	1.0
2	Manufacturing	1	1	1	1	1	5	1.0
3	Manufacturing	1	1	1	1	1	5	1.0
4	Trading	1	1	1	1	1	5	1.0
6	NGO	1	1	1	1	1	5	1.0
7	Trading	1	1	1	1	1	5	1.0
9	Service	1	1	1	1	1	5	1.0
11	Manufacturing	1	1	1	1	1	5	1.0
12	Service	1	1	1	1	1	5	1.0
14	Manufacturing	1	1	1	1	1	5	1.0
22	Trading	1	1	1	1	1	5	1.0
23	Service	1	1	1	1	1	5	1.0
24	NGO	1	1	1	1	1	5	1.0
25	Trading	1	1	1	1	1	5	1.0
28	Service	1	1	1	1	1	5	1.0
29	Trading	1	1	1	1	1	5	1.0

**Note:** Herein Women Entrepreneurs Performance is,  
**P = AvgRnk=Average of Ranks in Five Outcomes**

**Table 5.8**

**Measurement of Performances for Various Types of Business Functions**

Nature of Business	Total Resp.	Per .%	Crt	RRt	XRt	PRt	ERt	Sum Rt	Avg Rt
Manufacturing	52	13.87	3524	608	1016	202	187	5537	<b>106</b>
Trading	180	48.00	11503	4680	3862	898	725	21668	<b>120</b>
Service	96	25.60	7526	1908	3964	448	376	14222	<b>148</b>
Livestock	29	7.73	611	475	1909	133	104	3232	<b>111</b>
Hatchery	6	1.60	86	65	86	19	15	271	<b>45.2</b>
NGOs	12	3.20	460	108	265	61	42	936	<b>78</b>
Total	375	100							

**Here, CRT = Capital Ratios, RRt = Revenue Ratios, XRt = Expenditure Ratios, PRt = Profit Ratios  
ERt = Employee Ratios, SumRt = Sum of Ratios, AvgRt = Average of Ratios/Aggregate Performance**

Figures on the above table depict that, based on the aggregate performance, women entrepreneurs in service oriented businesses are doing better in term of outcomes ratios like capital investment, revenue earnings, expenditure incurred, profit secured and employee growth. Second better position is for the trading business and then the livestock and manufacturing.

## **CHAPTER SIX**

# Environmental Factors Assessment

Two types of environment were studied. These were **1. External Environment and 2. Internal Environment**. The findings about these two types of environmental factors are discussed below-

**6.1 Assessment of External Factors** : There were seven external Environment to determine the external environmental impacts on women entrepreneurs' performance. These were i. Political, ii. Economical, iii. Social, iv. Technological, v. Legal Factors, vi. Natural Resources and, vii. Human Resources. A 5-point Likert rating scale was used to tap/ measure the Environment. The rating scale was valued up to 5 points and leveled as, Strongly Disagree=1, Disagree=2, Indifferent=3, Agree=4, and Strongly Agree=5. Respondents were asked to rate the Factors of an variable on the basis of their business experiences/ insights. Estimated ratings against an element were summated for measuring its positive/ negative or neutral impacts on the variable. Impacts of the variable were estimated by the average value and standard deviation of the Factors.

Total 125 entrepreneurs were directly (face to face) interviewed for measuring selected Factors of a particular variable. The value for a particular element of a variable was ranged from 125 to 625 as per the Likert Scale. An element had negative impact on the variable if the value was summated for at least 125 ((125×1) and up to 250 (125×2). It had positive impact on the variable if its value was summated for 500 (125×4) and up to 625 (125×5). An element had neutral impact on the variable if the summated value was found 375 (125×3) or within the range of 251 to 499. Nonetheless, an element had tend to be negatively impacted if its value was estimated for less then 375 and tend to be positively impacted if its value was estimated for greater then 375. The full enumeration of the Environment have been given in the appendices of the thesis.

### 6.1.1 Political Factors

Political Factors, as an external environmental variable, was determined by measuring the six Factors-i. Policy for Collaterals ii. SME Interest Rate iii. Administrative Red-Tap iv. Governmental Assistances v. Law and Order Situation and vi. VAT - Tax-and Duties for SMEs.

**Table-6.1.1(i)**

Assessment of SME Loan Collaterals

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	5	4	4
Agree	22	17.6	21.6
Indifferent	26	20.8	42.4
Disagree	58	46.4	88.8
Strongly Disagree	14	11.2	100

Figures in the above table show that, about one fifth (22%) of the respondents had positive attitudes on the policy statement about SME collaterals. Another same proportion (21%) of the respondents was found to be indifferent. More than half (58%) of the women entrepreneurs had negative attitudes about collaterals of SMEs.

**Table-6.1.1(ii)**

Assessment of SME Interest Rate

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	1	0.80	0.8
Agree	17	13.60	14.4
Indifferent	31	24.80	39.2
Disagree	65	52.00	91.2
Strongly Disagree	11	8.80	100

Only 14% of the women entrepreneurs were agreed with the statement "SME interest rate has positive effects on their businesses". Almost sixty one percent women entrepreneurs showed their negative attitude to the current interest rate for the institutional loans.



**Table-6.1.1(iii)**

Assessment of Administrative Red-Tap

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	1	0.8	0.8
Agree	12	9.6	10.4
Indifferent	52	41.6	52
Disagree	56	44.8	96.8
Strongly Disagree	4	3.2	100

More than two-fifth (42%) of the women entrepreneurs showed indifferent attitude towards the statement "administrative red-tap in SME does not hinder their business". Forty eight percent respondents had negative attitude about the statement, means red-tap in the administration creates problems for their businesses.

**Table-6.1.1(iv)**

Assessment of Government Assistances

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	1	0.8	0.8
Agree	46	36.8	37.6
Indifferent	30	24	61.6
Disagree	43	34.4	96
Strongly Disagree	5	4	100

Almost two fifth (38%) of the respondents showed positive attitude on the statement that "they have access to the government assistances for their business". The another same portion had negative attitude, means, they did not have access to the government assistances. About one fourth of the women entrepreneurs were found indifferent about government assistances for their businesses.

**Table-6.1.1(v)**

Assessment of Law and Order

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	0	0	0
Agree	14	11.2	11.2
Indifferent	36	28.8	40
Disagree	66	52.8	92.8
Strongly Disagree	9	7.2	100

Around one tenth (11%) women entrepreneurs showed positive attitude one the statement; "Law and order situation is favourable for their business". Three fifth (60%) of the respondents were found to be dissatisfied with the existing law and order situation for SME businesses. Rest around twenty nine percent entrepreneurs were indifferent over the matter.

**Table-6.1.1(vi)**

Assessment of VAT-Tax and Duties

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	0	0	0
Agree	22	17.6	17.6
Indifferent	56	44.8	62.4
Disagree	44	35.2	97.6
Strongly Disagree	3	2.4	100

Nearly eighteen percent respondents were found to have negative evaluation on the statement "government VAT-Tax and Duties have positive impacts on SME businesses". A mentionable portion of them (45%) were indifferent over the issue. About two fifth (38%) women entrepreneurs had negative evaluation about VAT, Tax and other government duties implications in SMEs.

**Table-6.1.1(X)**

Distribution of Agreements on Various Political Factors

Respondent's Agreement Level	Responses by the Factors					
	Collaterals	Int.Rate	Red.Tap	Govt.Issis	Law.Ord	VAT.4uty
Strongly Agree = 5	5	1	1	1	0	0
Agree = 4	22	17	12	46	14	22
Indifferent = 3	26	31	52	30	36	56
Disagree = 2	58	65	56	43	66	44
Strongly Disagree = 1	14	11	4	5	9	3
Total	125	125	125	125	125	125

Source: Field Survey

**Table-6.1.1(Y)**

Assessment of the Overall Political Environment

Name of Factors	*Summated Value on	Mean of Summated	SD of Summated
Policy for Collaterals	321	329.83	26.40
SME Interest Rate	307		
Administrative Red-Tap	325		
Government	374		
Law and Order	305		
Tax-VAT-Duties	347		

Source: Field Survey, \*See Appendices

Figures in the above tables [Table 6.1.1(X) and Table 6.1.1(Y)] depict that, based on a 5-point Likert rating scale, Law and Order Situation, score 305 [enumerating from Table 6.1.1(X),  $(0 \times 5 + 14 \times 4 + 36 \times 3 + 66 \times 2 + 9 \times 1 = 305)$ ] and SME interest rate score 307 [enumerating from Table 6.1.1(X),  $(1 \times 5 + 17 \times 4 + 31 \times 3 + 65 \times 2 + 11 \times 1 = 307)$ ], were found most dissatisfactory to the respondents. The overall impact of the political influences was found adverse [mean value 330 with a standard deviation 26.40] to the respondents.

**6.1.2 Economic Factors**

Economic Factors were determined by measuring its six Factors i. Inflation ii. Purchasing Power, iii. Cost of Inputs iv. Cost of investment v. Market Competition and, vi. Business Infrastructure.

**Table-6.1.2(i)**

Assessment of Inflation Rate

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	1	0.8	0.8
Agreed	37	29.6	30.4
Indifferent	52	41.6	72
Disagreed	31	24.8	96.8
Strongly Disagreed	4	3.2	100

About thirty percent women entrepreneurs showed their positive attitude over the statement "price inflation has positive impact on their business". More than one fourth (28%) of the respondents showed their negative attitude over the matter. Two fifth women entrepreneurs remained indifferent in the issue.

**Table-6.1.2(ii)**

Assessment of Consumers' Purchasing Power

<b>Respondents Agreement Level</b>	<b>Distribution of Respondents</b>		
	Responses	Percent	Cumulative%
Strongly Agreed	3	2.4	2.4
Agreed	43	34.4	36.8
Indifferent	39	31.2	68
Disagreed	36	28.8	96.8
Strongly Disagreed	4	3.2	100

More than one third (34%) respondents had positive attitude about the purchasing power of the consumers for SME business. Another one third (32%) of the women entrepreneurs showed their negative attitude to the purchasing power of the consumers. Rest one third remained indifferent over the issue.

**Table-6.1.2(iii)**

Assessment of Cost of Inputs

<b>Respondents Agreement Level</b>	<b>Distribution of Respondents</b>		
	Responses	Percent	Cumulative%
Strongly Agreed	3	2.4	2.4
Agreed	36	28.8	31.2
Indifferent	29	23.2	54.4
Disagreed	53	42.4	96.8
Strongly Disagreed	4	3.2	100

One third (31%) of the respondents were satisfied over the cost of raw materials for their businesses. Nearly one fourth (23%) women entrepreneurs remained neutral on the matter. Slightly less than half (46%) of the respondents showed their dissatisfaction over the cost of raw materials for their businesses.

**Table-6.1.2(iv)**

Assessment of Cost of Investment

<b>Respondents Agreement Level</b>	<b>Distribution of Respondents</b>		
	Responses	Percent	Cumulative%
Strongly Agreed	5	4	4
Agreed	58	46.4	50.4
Indifferent	29	23.2	73.6
Disagreed	29	23.2	96.8
Strongly Disagreed	4	3.2	100

Slightly more than half of the respondents had positive attitudes on the statement that "their cost of investment is not create much burden for their business". More than one fourth (26%) of the respondents had showed their disagreement over the statement. It means majority of the women entrepreneurs did not feel burden for their cost of investment.

**Table-6.1.2(v)**

Assessment of Market Competition

<b>Respondents Agreement Level</b>	<b>Distribution of Respondents</b>		
	Responses	Percent	Cumulative%
Strongly Agreed	4	3.2	3.2
Agreed	48	38.4	41.6
Indifferent	33	26.4	68
Disagreed	33	26.4	94.4
Strongly Disagreed	7	5.6	100

More than two-fifth (42%) of the respondents had positively evaluated the statement; "market competition in SME business is fair". Almost one third (32%) of the respondents were found to be dissatisfied over the issue. Rest of them was found to be indifferent.

**Table-6.1.2(vi)**

Assessment of Business Infrastructure

<b>Respondents Agreement Level</b>	<b>Distribution of Respondents</b>		
	Responses	Percent	Cumulative%
Strongly Agreed	4	3.2	3.2
Agreed	29	23.2	26.4
Indifferent	42	33.6	60
Disagreed	42	33.6	93.6
Strongly Disagreed	8	6.4	100

More than one fourth (26%) women entrepreneurs showed their positive attitude about the existing infrastructures in SME business. Two fifth (40%) of the respondents were unhappy about infrastructural facilities. Rest one third respondents found indifferent about the matter.

**Table-6.1.2(X)**

Distribution of Agreements on Various Economic Factors

Respondent's Agreement Level	Respondents by the Factors					
	Eco.Inf	Pur.Pow	Cost.Input	Cost.Inv	Mar.3omp	Busi.Infra
Strongly Agree =5	1	3	3	5	4	4
Agree =4	37	43	36	58	48	29
Indifferent =3	52	39	29	29	33	42
Disagree =2	31	36	53	29	33	42
Strongly Disagree =1	4	4	4	4	7	8
<b>Total</b>	125	125	125	125	125	125

Source: Field Survey

**Table-6.1.2(Y)**

Assessment of the Overall Economic Environment

Name of Factors	*Summated Value on Likert	Mean of Summated	SD of Summated
Rate of Inflation	375	375.33	44.17
Purchasing Power	379		
Cost of Inputs	356		
Cost of Investment	404		
Market Competition	384		
Business Infrastructures	354		

Source: Field Survey, \* See appendices for full enumeration

Figures in the above tables [Table 6.1.2(X) and Table 6.1.2(Y)] reveal that, based on a 5-point Likert rating scale, Business, score 354 [calculating from Table 6.1.2(X),  $(4 \times 5 + 29 \times 4 + 42 \times 3 + 42 \times 2 + 8 \times 1 = 354)$ ] and Cost of Raw Materials score 356 [calculating from Table 6.1.2(X),  $(3 \times 5 + 36 \times 4 + 29 \times 3 + 53 \times 2 + 4 \times 1 = 356)$ ], these two Factors were found less satisfactory to the respondents. The overall impact of the economic influence were not found satisfactory [mean value 375 with a standard deviation 44.17] to the.

### 6.1.3 Social Factors

Social Factors were determined by measuring its four Factors-i. Social Values ii. Social Recognitions iii. Gender Discriminations and iv. Social Securities for women entrepreneurs.

**Table-6.1.3(i)**

Assessment of Social Values

<b>Respondents Agreement Level</b>	<b>Distribution of Respondents</b>		
	Responses	Percent	Cumulative%
Strongly Agreed	18	14.4	14.4
Agreed	53	42.4	56.8
Indifferent	30	24	80.8
Disagreed	2	1.6	82.4
Strongly Disagreed	22	17.6	100

Figures in the above table depict that, about fifty seven percent of the respondents showed their positive response on the statement; "social values towards women entrepreneurs are favourable for their business activities". Almost one fourth (24%) of them remained indifferent. Rest one fifth entrepreneurs showed their negative attitudes over the issue.

**Table-6.1.3(ii)**

Assessment of Social Recognition

<b>Respondents Agreement Level</b>	<b>Distribution of Respondents</b>		
	Responses	Percent	Cumulative%
Strongly Agreed	14	11.2	11.2
Agreed	58	46.4	57.6
Indifferent	31	24.8	82.4
Disagreed	2	1.6	84
Strongly Disagreed	20	16	100

Around fifty eight percent of the respondents admitted the statement; "they got the social recognition for their business". One fourth of them had been neither positive nor negative. Only eighteen percent of them found unhappy over the matter social recognition.

**Table-6.1.3(iii)**

Assessment of Gender Discriminations

Agreement Level	Respondents by the Factors		
	Responses	Percent	Cumulative%
Strongly Agreed	10	8	8
Agreed	70	56	64
Indifferent	27	21.6	85.6
Disagreed	1	0.8	86.4
Strongly Disagreed	17	13.6	100

Nearly two third (64%) respondents were satisfied about the social perspectives for gender equity. They showed their positive attitudes over the statement "social discrimination for women entrepreneurs did not obstruct their initiative/ or they got social equity for their business activities". More than two fifth (22%) respondents remained indifferent in this matter. Almost fifteen percent women entrepreneurs found dissatisfied over the issues.

**Table-6.1.3(iv)**

Assessment of Social Security

Agreement Level	Respondents by the Factors		
	Responses	Percent	Cumulative%
Strongly Agreed	18	14.4	14.4
Agreed	53	42.4	56.8
Indifferent	36	28.8	85.6
Disagreed	2	1.6	87.2
Strongly Disagreed	16	12.8	100

More than half (57%) of the respondents were satisfied about the social security for women entrepreneurs in SMEs. Only fourteen percent of them do not feel secured in the present social context for doing business. A mentionable quarter (29%) of the women entrepreneurs was found to be indifferent over the issue.

**Table-6.1.3(X)**

Distribution of Agreements on Various Social Factors

Agreements	Respondents by the Factors			
	Soc.Valu	Soc.Rec	Gendisc	Soc.Secu
Strongly Agree = 5	18	14	10	18
Agree = 4	53	58	70	53
Indifferent = 3	30	31	27	36
Disagree = 2	2	2	1	2
Strongly Disagree = 1	22	20	17	16
<b>Total</b>	125	125	125	125

Source: Field Survey



**Table-6.1.3(Y)**

Assessment of the Overall Social Environment

Name of Factors	*Summated Value on Likert Scale	Mean of Summated Values	SD of Summated
Social Values	418	424.00	6.38
Social Recognitions	419		
Gender Perspectives	429		
Social Security	430		

\*See appendices for detail enumeration

Figures in the above tables [Table 6.1.3(X) and Table 6.1.3(Y)] depict that, based on a 5-point Likert rating scale, respondents lack social values (418 point) more dissatisfactory compare to other social factors. They were found tend to be satisfied with the social factors like social recognitions (419 points), gender disparities (429), and social safeties (430 points). The overall impact of the social environment was found nearly satisfactory [mean value 424 with a standard deviation 6.38] to the respondents.

**6.1.4 Technological Factors**

Technological Factors was determined by measuring its four Factors; i. Use of Technologies in SMEs ii.. Availability of Technologies iii. Cost of Technologies and iv. Skills for Technology.

**Table-6.1.4(i)**

Assessment of Technology Availability

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	12	9.6	9.6
Agreed	54	43.2	52.8
Indifferent	35	28	80.8
Disagreed	23	18.4	99.2
Strongly Disagreed	1	0.8	100

More than half of the respondents (53%) had positive responses on the statement "they have available technologies for their business". More than one fourth (28%) respondents were indifferent over the matter. Less than one fifth (19%) women entrepreneurs had negative attitude about availability of technologies for their business.

**Table-6.1.4(ii)**

Assessment of Cost of Technologies

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	6	4.8	4.8
Agreed	52	41.6	46.4
Indifferent	43	34.4	80.8
Disagreed	22	17.6	98.4
Strongly Disagreed	2	1.6	100

About forty six percent women entrepreneurs were satisfied about the cost for their technologies. More than one third (34%) respondents neither satisfied nor dissatisfied over the cost of technology. Only nineteen percent of them were dissatisfied about the cost of the technology.

**Table-6.1.4(iii)**

Assessment of Skills Available for Technology

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	3	2.4	2.4
Agreed	48	38.4	40.8
Indifferent	46	36.8	77.6
Disagreed	26	20.8	98.4
Strongly Disagreed	2	1.6	100

More than two fifth (41%) of the respondents were positive on the statement 'they have enough skills for adaptation technology for their business'. More than two third (37%) women entrepreneurs were indifferent over the issue. More than one fifth (22%) respondents were unhappy with the skills they have for technology they used in the businesses.

**Table-6.1.4(iv)**

Assessment of Usage of Modern Technology

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	1	0.8	0.8
Agreed	57	45.6	46.4
Indifferent	33	26.4	72.8
Disagreed	28	22.4	95.2
Strongly Disagreed	6	4.8	100

Less than half of the women entrepreneurs (46%) were agreed to the statement; "they use modern technology in the business". About one fourth (26%) of them were found to be indifferent in this issue. More than one fourth (27%) women entrepreneurs did not use modern technology in their businesses.

**Table-6.1.4(X)**

Distribution of Agreements on Various Technological Factors

Agreements	Respondents by Factors			
	Tech.1vail	Tech.3ost	Tech.Skill	Tech.Use
Strongly Agree = 5	12	6	3	1
Agree = 4	54	52	48	57
Indifferent = 3	35	43	46	33
Disagree = 2	23	22	26	28
Strongly Disagree = 1	1	2	2	6
<b>Total</b>	125	125	125	125

Source: Field Survey

**Table-6.1.4(Y)**

Assessment of the Overall Technological Environment

Name of Factors	*Summated Value	Mean Value	SD of Mean
Availability of Technologies	428	407.67	14.59
Cost of Technologies	399		
Skills for Technology	396		
Use of Technologies	412		

\* See appendices for enumeration

Figures in the above tables [Table 6.1.4(X) and Table 6.1.4(Y)] show that, based on a 5-point Likert rating scale, skills for technology (396) and cost of technologies (399), these two Factors are more dissatisfactory to the respondents. The overall impact of the technological influences was found nearly satisfactory [mean value 408 with a standard deviation 14.59] to the respondents.

### 6.1.5 Legal Factors

For measuring the legal factors, three Factors; i. Access to legal assistances ii. Cost of legislations and iii. Impacts of industrial laws were tapped by the respondents based on a 5-point Likert rating scale.

**Table-6.1.5(i)**

#### Assessment of Access to Legal Assistances

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	2	1.6	1.6
Agree	43	34.4	36
Indifferent	47	37.6	73.6
Disagree	27	21.6	95.2
Strongly Disagree	6	4.8	100

More than one third (36%) of the respondents were found to be satisfied with the access to the legal assistances for SME businesses. Almost thirty eight percent remained indifferent on the issue.

**Table-6.1.5(ii)**

#### Assessment of Cost of Legislations

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	0	0	0
Agree	45	36	36
Indifferent	41	32.8	68.8
Disagree	33	26.4	95.2
Strongly Disagree	6	4.8	100

More than one third (36%) of the respondents were satisfied with the role of legislatives (persons are related to legal policy and implementation). Another same proportion (33%) of the respondents was found to be indifferent. Rests were found unsatisfied.

**Table-6.1.5(iii)**

Assessment of Impacts of Industrial Laws

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	5	4	4
Agree	25	20	24
Indifferent	52	41.6	65.6
Disagree	42	33.6	99.2
Strongly Disagree	1	0.8	100

Almost one fourth of the respondents (24%) were satisfied with the existing industrial laws in SMEs. Around one third (34%) women entrepreneurs were found to be unsatisfied with the issue.

**Table-6.1.5(X)**

Distribution of Agreements on Various Legal Factors

Agreements	Respondents by Factors		
	Legal Assistances	Cost of Legislations	Impacts of IL
Strongly Agree = 5	2	0	1
Agree = 4	43	45	42
Indifferent = 3	47	41	52
Disagree = 2	27	33	25
Strongly Disagree = 1	6	6	5
<b>Total</b>	125	125	125

Source: Field Survey

**Table-6.1.5(Y)**

Assessment of the Overall Legal Environment

Name of Factors	*Summated Value	Mean Value	SD of Mean
Access to Legal Assistances	383	380.33	4.62
Cost of Legislations	375		
Impacts of Industrial Laws	383		

\* See appendices for enumeration

Figures in the above tables [Table 6.1.5(X) and Table 6.1.5(Y)] reveal that, based on a 5-point Likert rating scale, among three Factors of legal environment cost of legislation (375 points) was found relatively more dissatisfactory. They were also found disappointed over impacts of industrial laws (383 points) and access to the legal assistances (383 points). The overall impact of the legal environment was found neither satisfactory nor unpleasant [mean value 380 with a standard deviation 4.62] to the respondents.

### 6.1.6 Local Resource Factors

Local Resource, as an external environmental variable was determined by measuring its three Factors; i. Availability of Local Raw Materials ii. Availability of Local Natural Resources and iii. Local Climates.

**Table-6.1.6(i)**

#### Assessment of Local Raw Materials Availability

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	4	3.2	3.2
Agreed	53	42.4	45.6
Indifferent	34	27.2	72.8
Disagreed	28	22.4	95.2
Strongly Disagreed	6	4.8	100

Less than half (46%) of the women entrepreneurs were satisfied with the locally available raw materials. About one fourth (27%) of the respondents were not satisfied with the locally available raw materials for their businesses.

**Table-6.1.6(ii)**

#### Assessment of Local Natural Resources

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	8	6.4	6.4
Agreed	57	45.6	52
Indifferent	40	32	84
Disagreed	20	16	100
Strongly Disagreed	0	0	100

Most of the respondents (52%) were satisfied with the local natural resources. Almost one third (32%) of them were indifferent on the issue. Only 16% of them were unsatisfied with the natural resources viability.

**Table-6.1.6(iii)**

Assessment of Local Climates

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
strongly Agreed	5	4	4
Agreed	63	50.4	54.4
Indifferent	34	27.2	81.6
Disagreed	23	18.4	100
Strongly Disagreed	0	0	100

Maximum (54%) of the women entrepreneurs were satisfied with the local climates for their business. More than one fourth (27%) of the respondents were neither satisfied nor dissatisfied with the local climate. Only eighteen percent of the respondents were dissatisfied with the local climate.

**Table-6.1.6(X)**

Distribution of Agreements on Various Local Resources Factors

Agreements	Respondents by Factors of Variable		
	Raw Materials	Natural Resources	Local Climates
Strongly Agree = 5	4	8	5
Agree = 4	53	57	63
Indifferent = 3	34	40	34
Disagree = 2	28	20	23
Strongly Disagree = 1	6	0	0
<b>Total</b>	125	125	125

Source: Field Survey

**Table-6.1.6(Y)**

Assessment of the Overall Local Resources Environment

Name of Factors	*Summated Value on	Mean of Summated	SD of Summated
Availability of Local Resources	396	416.00	17.44
Availability of Natural	428		
Impacts of Local Climates	424		

\* See appendices for enumeration

Figures in the above tables [Table 6.1.6(X) and Table 6.1.5f(Y)] show that, based on a 5-point Likert rating scale, availability of local resources got the lowest estimates, score 396 [enumerating from Table 6.1.6(X),  $(4 \times 5 + 53 \times 4 + 34 \times 3 + 28 \times 2 + 6 \times 1 = 396)$ ] than other Factors. The overall impact of the local resources was found nearly satisfactory [mean value 416 with a standard deviation 17.44] to the respondents.

### 6.1.7 Human Resources Factors

Human Resource, as an external environmental variable, was determined by measuring its three Factors-i. Availability of Human Resources ii. Cost of Human Resources and iii. Skills of Human Resources.

**Table-6.1.7(i)**

#### Assessment of Human Resources Availability

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	6	4.8	4.8
Agreed	74	59.2	64
Indifferent	35	28	92
Disagreed	9	7.2	99.2
Strongly Disagreed	1	0.8	100

Nearly two third (64%) of the respondents were satisfied with the availability of human resources in their business. More than one fourth (28%) of them were neutral about the matter. Only 8% of the respondents were dissatisfied with the human resources availability. Means, there had no human resources paucity in SMEs.

**Table-6.1.7(ii)**

#### Assessment of Workforce Skills Availability

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	15	12	12
Agreed	61	48.8	60.8
Indifferent	27	21.6	82.4
Disagreed	22	17.6	100
Strongly Disagreed	0	0	100

About sixty one percent women entrepreneurs showed positive response to the statement "they have skilled workforce in their business". About one fifth (22%) women entrepreneurs were neither satisfied nor dissatisfied with the issue. Only eighteen percent of the respondents were dissatisfied with the efficiency of workforces. Means, most of the women entrepreneurs were satisfied with their workforce skills/efficiency.



**Table-6.1.7(iii)**

Assessment of Cost of Human Resources

Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agreed	12	9.6	9.6
Agreed	48	38.4	48
Indifferent	33	26.4	74.4
Disagreed	29	23.2	97.6
Strongly Disagreed	3	2.4	100

Almost half (48%) of the women entrepreneurs were found to be satisfied with the cost of human resources. One fourth (26%) of them were neither satisfied nor dissatisfied over the matter. Only about one fourth (26%) of the respondents were dissatisfied with the cost of human resources. Mean, cost of human resources in SMEs found favourable to the entrepreneurs in SMEs of Bangladesh.

**Table-6.1.7(X)**

Distribution of Agreements on Various Human Resources Factors

Agreement Level	Respondents by Factors of Variable		
	HR Availability	HR Cost	HR Skills
Strongly Agree = 5	6	12	15
Agree = 4	74	48	61
Indifferent = 3	35	33	27
Disagree = 2	9	29	22
Strongly Disagree = 1	1	3	0
<b>Total</b>	<b>125</b>	<b>125</b>	<b>125</b>

Source: Field Survey

**Table-6.1.7(Y)**

Assessment of the Overall Human Resources Environment

Name of Factors	*Summated Value on	Mean of Summated	SD of Summated
Availability of Human Resources	450	434.67	21.57
Cost of Human Resources	410		
Skill of Women Workforces	444		

\* See appendices for enumeration

Figures in the above tables [Table 6.1.7(X) and Table 6.1.7(Y)] depict that, based on a 5-point Likert rating scale, availability of human resources got the highest value of 450 [calculating from Table 6.1.7(X),  $(6 \times 5 + 74 \times 4 + 35 \times 3 + 9 \times 2 + 1 \times 1 = 450)$ ], i.e., respondents were found nearly satisfied with availability of workforce for their business. They were less satisfied with cost of human resources (410) and skills required for the workforce (444 points). The overall impact of the human resource factor was found nearly satisfactory [mean value 435 with a standard deviation 21.57] to the respondents.

**6.2 Assessment of Internal Factors:** Five internal Environment were determined for measuring its impacts on women entrepreneurs' performance. These are i. Administrative Capacities, ii. Economic Capacities, iii. Socio-Cultural Adaptabilities, iv. Technological Capabilities and v. Marketing Strengths. A 5-point Likert rating scale was to tap/ measure the Environment. The rating scale was valued up to 5 points leveled by 1= Strongly Disagree, 2= Disagree, 3= Indifferent, 4= Agree and 5= Strongly Agree. Respondents were asked to rate the Factors of an associate variable on the basis of their business experiences/ insights. Estimated ratings against an element were summated for measuring its positive/ negative or neutral impacts on the variable. Impacts of the variable were estimated by the average value of the Factors.

Total 125 entrepreneurs were directly (face to face) interviewed for measuring pre determined Factors of a particular variable. The value for a particular element of a variable was ranged from 125 to 625. An element had negative impact on the variable if the value was summated for at least 125 ((125×1) and up to 250 (125×2). It had positive impact on the variable if its value was summated for 500 (125×4) and up to 625 (125×5). An element had neutral impact on the variable if the summated value was found 375 (125×3) or within the range of 251 to 499. Nonetheless, an element had tend to be negatively impacted if its value was estimated for less then 375 and tend to be positively impacted if its value was estimated for greater then 375.

### **6.2.1 Administrative Strengths**

Administrative Strengths, as an internal environmental variable, were determined by measuring its four Factors of i. Good capacity for loans and advances ii. Maintaining strong bureaucratic relations iii. Availability of business assistances and iv. Managing of miscreants and disturbances. Respondents rated these Factors (in a 5-point Likert Scale) on the basis of their business experiences/insights.

**Table-6.2.1(i)**

Assessment for Loan and Credit Capability

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree =5	6	4.8	4.8
Agree = 4	55	44	48.8
Indifferent = 3	39	31.2	80
Disagree = 2	22	17.6	97.6
Strongly Disagree = 1	3	2.4	100

Almost half (49%) of the respondents had good capacity for managing credits and loans for their businesses. About one third (31%) of them were unwilling while one fifth (20%) of the respondents were displeased for getting loans and advances for their businesses.

**Table-6.2.1(ii)**

Assessment for Bureaucratic Relations

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	3	2.4	2.4
Agree	25	20	22.4
Indifferent	62	49.6	72
Disagree	33	26.4	98.4
Strongly Disagree	2	1.6	100

More than one fifth (22%) of the respondents had capacity for maintaining bureaucratic relations for their businesses. Half of them (50%) were found unwilling to disclose the matter. Ore than one fourth (28%) women entrepreneurs were found disappointed over the matter.

**Table-6.2.1(iii)**

Assessment for Business Assistances

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	1	0.8	0.8
Agree	29	23.2	24
Indifferent	67	53.6	77.6
Disagree	26	20.8	98.4
Strongly Disagree	2	1.6	100

Nearly one forth (24%) of the respondents had capacity for getting business assistances. More than half (54%) of them were found hesitant in the issue and nearly one fourth (22%) of the respondents were found disappointed to get enough business assistances.

**Table-6.2.1(iv)**

Assessment for Miscreants and Disturbances Management

Agreements	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	1	0.8	0.8
Agree	34	27.2	28
Indifferent	50	40	68
Disagree	33	26.4	94.4
Strongly Disagree	7	5.6	100

More than one forth (28%) respondents had the managing capacity to restrain from miscreants and disturbances. Two fifth (40%) of them were found indifferent over the issue. Almost one third (32%) of the women entrepreneurs were found frustrated on the issue.

**Table-6.2.1(X)**

Distribution of Agreements on Administrative Capacities

Agreements	Respondents by Factors of Variable			
	CapLoan	BureauRel	BusiAssist	Mis&Dis
Strongly Agree	6	3	1	1
Agree	55	25	29	34
Indifferent	39	62	67	50
Disagree	22	33	26	33
Strongly Disagree	3	2	2	7
Total	125	125	125	125

Source: Field Survey

**Table-6.2.1(Y)**

Assessment of the Overall Administrative Strength

Name of Factors	*Summated Value on	Mean of Summated	SD of Summated
Strong capacity for loan and advances	416	381.25	23.68
Maintaining bureaucratic relations	369		
Getting business assistances	376		
Strongly managing disturbances	364		

Source: Field Survey, \* See Appendices

Figures in the above tables [Table 6.2.1(X) and Table 6.2.1(Y)] show that, based on a 5-point Likert rating scale, among four administrative strengths, capacity for getting loan and advances had estimated for highest score 416[enumerating from Table 6.2.1(X),  $(6 \times 5 + 55 \times 4 + 39 \times 3 + 22 \times 2 + 3 \times 1 = 416)$ ]. The overall impact of the administrative strengths was found nearly positive [mean value 381.25 with a standard deviation 23.68] to the respondents.

### 6.2.2 Economic Strengths

Economical strength, as an internal environmental variable, was determined by measuring its five Factors-i. Owning land and building ii. Having sufficient capital investment iii. Possessing educational and technical training iv. Using of modern technologies and v. Having capacities to repay tax and duties.

**Table-6.2.2(i)**

Assessment for Owning Land and Building for Business

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	21	16.8	16.8
Agree	41	32.8	49.6
Indifferent	25	20	69.6
Disagree	30	24	93.6
Strongly Disagree	8	6.4	100

Around half (50%) of the respondents were found to have own land and building for their businesses. One fifth of them did not show their interest about the issue. Nearly one third (31%) of them were found to be disappointed over the matter.

**Table-6.2.2(ii)**

Assessment for Investment Sufficiency

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	11	8.8	8.8
Agree	44	35.2	44
Indifferent	27	21.6	65.6
Disagree	38	30.4	96
Strongly Disagree	5	4	100

More than two fifth (44%) of the respondents were found to be pleased for their investment sufficiency in their business. One third (34%) of them found disappointed on the issue.

**Table-6.2.2(iii)**

Assessment for Educational and Technical Qualifications

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	7	5.6	5.6
Agree	40	32	37.6
Indifferent	43	34.4	72
Disagree	34	27.2	99.2
Strongly Disagree	1	0.8	100

Nearly two fifth (38%) of the respondents were found to be satisfied over their entrepreneurial educational and technical training. Twenty eight percent were dissatisfied about the matter.

**Table-6.2.2(iv)**

Assessment for Access of Technologies

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	8	6.4	6.4
Agree	62	49.6	56
Indifferent	39	31.2	87.2
Disagree	15	12	99.2
Strongly Disagree	1	0.8	100

More than half (56%) of the women entrepreneurs had agreed on availability of necessary technologies for their businesses. Only thirteen percent of them were found to be dissatisfied.

**Table-6.2.2(v)**

Assessment for Expenses Meeting Capability

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	7	5.6	5.6
Agree	56	44.8	50.4
Indifferent	40	32	82.4
Disagree	20	16	98.4
Strongly Disagree	2	1.6	100

Almost half (50%) of the respondents had agreed that they had capacity for meeting the business expenditure and the expenses for tax and duties. Nearly one fifth (18%) of the women entrepreneurs were found to be less capable for meeting their business expenditure.

**Table-6.2.2(X)**

Distribution of Agreements on Economical Capacities

Agreements	Respondents by Factors of Variable				
	Own.Land	Suff.Invst	Edu.Train	TechUse	Expenses
Strongly Agree =5	21	11	7	8	7
Agree = 4	41	44	40	62	56
Indifferent = 3	25	27	43	39	40
Disagree = 2	30	38	34	15	20
Strongly Disagree = 1	8	5	1	1	2
<b>Total</b>	125	125	125	125	125

Source: Field Survey

**Table-6.2.2(Y)**

Assessment of the Overall Economic Strength

Name of Factors	*Summated Value on	Mean of Summated	SD of Summated
Owning enough land for business	398	408.20	19.38
Having sufficient investment	393		
Having enough education & training	393		
Using modern technologies	436		
Good capacity for meeting expenses	421		

Source: Field Survey, \* See Appendices



Figures in the above tables [Table 6.2.2(X) and Table 6.2.2(Y)] depict that, based on a 5-point Likert rating scale, among six economic Factors, respondents were found not disappointed on usage of modern technologies (436) [Calculation from Table 6.2.2(X),  $(8 \times 5 + 62 \times 4 + 39 \times 3 + 15 \times 2 + 1 \times 1 = 436)$ ], expenses for their business (421) but for owning land (398), capital investment (393) and training and education (393). The overall impact of the economic strengths was found nearly satisfactory [mean value 408.25 with a standard deviation 19.38] to the respondents.

### 6.2.3 Social Strengths

Social Strengths, as an internal environmental variable, was determined by its four Factors-i. social participations ii. workforce affinity iii. gender kinship and iv. cultural activities.

**Table-6.2.3(i)**

Assessment for Social Participations

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	17	13.6	13.6
Agree	58	46.4	60
Indifferent	41	32.8	92.8
Disagree	8	6.4	99.2
Strongly Disagree	1	0.8	100

Figures in the above table show that, sixty percent of the respondents had found to have positive attitude for social participations. One third of them were found disinterested. Only seven percent of them have found to have reservation about social participation.

**Table-6.2.3(ii)**

Assessment for Employee Affinity

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	31	24.8	24.8
Agree	57	45.6	70.4
Indifferent	28	22.4	92.8
Disagree	9	7.2	100
Strongly Disagree	0	0	100

Around seventy percents of the respondents had positive relations with their employees. Little more than one fifth (22%) of the respondents were unwilling about the matter. Only seven percent of them were disappointed for their relationships with the workforce.

**Table-6.2.3(iii)**

Assessment for Gender Parities

<b>Respondents Agreement Level</b>	<b>Distribution of Respondents</b>		
	Responses	Percent	Cumulative%
Strongly Agree	23	18.4	18.4
Agree	68	54.4	72.8
Indifferent	26	20.8	93.6
Disagree	8	6.4	100
Strongly Disagree	0	0	100

Almost two third (73%) of the respondents had good gender affinity in their workplaces. One fifth (21%) them were found to be indifferent. A few of the m (6%) were found to be unpleasant over the issue.

**Table-6.2.3(iv)**

Assessment for Cultural Activities

<b>Respondents Agreement Level</b>	<b>Distribution of Respondents</b>		
	Responses	Percent	Cumulative%
Strongly Agree	20	16	16
Agree	67	53.6	69.6
Indifferent	35	28	97.6
Disagree	3	2.4	100
Strongly Disagree	0	0	100

Figures in the above table show that, seventy percent of the respondents had positive attitude for cultural activities. More than one fourth (28%) of them were reluctant over the matter.

**Table-6.2.3(X)**

Distribution of Agreements on Various Social Capacities

Agreements	Respondents by Factors of Variable			
	SocParti	WorAff	GenKin	CulAct
Strongly Agree =5	17	31	23	20
Agree = 4	58	57	68	67
Indifferent = 3	41	28	26	35
Disagree = 2	8	9	8	3
Strongly Disagree = 1	1	0	0	0
<b>Total</b>	125	125	125	125

Source: Field Survey

**Table-6.2.3(Y)**

Assessment of the Overall Social Strength

Name of Factors	*Summated Value on Likert	Mean of Summated	SD of Summated
Social Participations	457	475.50	12.58
Workers affinity	485		
Gender kinship	481		
Cultural Attendance	479		

Source: Field Survey, \* See Appendices

Figures in the above tables [Table 6.2.3(X) and Table 6.2.3(Y)] reveal that, based on a 5-point Likert rating scale, among the four social attributes, respondents workforce affinity got the highest positive scores 485 [calculation from the Table 6.2.3(X),  $(31 \times 5 + 57 \times 4 + 28 \times 3 + 9 \times 2 + 0 \times 1 = 485)$ ] and then the next one is their gender kinship [Table 6.2.3(X),  $(23 \times 5 + 68 \times 4 + 26 \times 3 + 8 \times 2 + 0 \times 1 = 481)$ ]. The overall impact of the social strengths was found nearly satisfactory [the mean value is 475.50 with a standard deviation of 12.58].

## 6.2.4 ICT Strengths

ICT Strengths, as an internal environmental variable, was measured by the three Factors-  
i. skills in communication technologies ii. access to communication technologies and.  
linguistic capacities.

**Table-6.2.4(i)**

Assessment for ICT Skills

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	14	11.2	11.2
Agree	55	44	55.2
Indifferent	45	36	91.2
Disagree	11	8.8	100
Strongly Disagree	0	0	100

More than half (55%) of the respondents had good skills for using ICTs for their businesses. Only less than one tenth (9%) of the respondents were dissatisfied about the available skills for ICT.

**Table-6.2.4(ii)**

Assessment for ICT Accessibility

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	6	4.8	4.8
Agree	47	37.6	42.4
Indifferent	47	37.6	80
Disagree	22	17.6	97.6
Strongly Disagree	3	2.4	100

Only 42% of the respondents positively approached that they had access to ICTs. Almost one fifth (19%) of the women entrepreneurs did not have any access to the ICTs (Information and Communication Technologies) for their business.

**Table-6.2.4(iii)**

Assessment for Linguistics Capacity

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	12	9.6	9.6
Agree	55	44	53.6
Indifferent	35	28	81.6
Disagree	22	17.6	99.2
Strongly Disagree	1	0.8	100

More than half of the women entrepreneurs (54%) had good linguistic capacities for utilizing information and communication technologies.

**Table-6.2.4(X)**

Distribution of Agreements on ICT Capacities

Agreements	Distribution of Respondents		
	Skills for	Access to	Linguistic Capacities
Strongly Agree =5	14	6	12
Agree = 4	55	47	55
Indifferent = 3	45	47	35
Disagree = 2	11	22	22
Strongly Disagree = 1	0	3	1
Total	125	125	125

Source: Field Survey

**Table-6.2.4(Y)**

Assessment of the Overall Network and Communication Strength

Name of Factors	*Summated Value on Likert	Mean of Summated	SD of Summated
Skills for ICT	447	427.67	20.60
Access to ICT	406		
Linguistic Capacities	430		

\* See Appendices

Figures in the above tables [Table 6.2.4(X) and Table 6.2.4(Y)] depict that, based on a 5-point Likert rating scale, among three ICT components, respondents had more satisfactory measure for skills required for ICT, score 447 [calculating from Table 6.2.4(X), (14×5+55×4+45×3+11×2+0×1=447)]. The overall impact of the ICT components/attributes was found satisfactory [mean value 427.67 with a standard deviation 20.60] to the respondents.

## 6.2.5 Marketing Management Strengths

Marketing Strengths, as an internal environmental variable, was tapped by the four Factors-i. supervision of marketing activities ii. experience in marketing activities iii. skills for customer services and iv. marketing research capacities.

**Table-6.2.5(i)**

Assessment for Supervision Capacity

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	16	12.8	12.8
Agree	63	50.4	63.2
Indifferent	32	25.6	88.8
Disagree	13	10.4	99.2
Strongly Disagree	1	0.8	100

More than half of the women entrepreneurs (63%) had agreed that they have capacity for continuous supervision for their business. Only 11% were found disagreed about the issue.

**Table-6.2.5(ii)**

Assessment for Marketing Experience

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	24	19.2	19.2
Agree	66	52.8	72
Indifferent	24	19.2	91.2
Disagree	10	8	99.2
Strongly Disagree	1	0.8	100

Figures in the above table show that, seventy 72% of the respondents had positively responded about their marketing experiences. Only 9% of them did not have satisfactory marketing experiences for their business.

**Table-6.2.5(iii)**

Assessment for Customer Service Capacity

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	23	18.4	18.4
Agree	70	56	74.4
Indifferent	25	20	94.4
Disagree	7	5.6	100
Strongly Disagree	0	0	100

Almost two-third of the respondents (75%) had satisfactions about their capacity for providing customer services. Only six percent of them had negative attitudes about the matter.

**Table-6.2.5(iv)**

Assessment for Marketing Research and Development Capacity

Respondents Agreement Level	Distribution of Respondents		
	Responses	Percent	Cumulative%
Strongly Agree	24	19.2	19.2
Agree	73	58.4	77.6
Indifferent	25	20	97.6
Disagree	3	2.4	100
Strongly Disagree	0	0	100

More than two third (77%) of the respondents had found to have positive attitudes about the research and development cost for their businesses/products.

**Table-6.2.5(X)**

Distribution of Agreements on the Various Marketing Capacities

Agreements	Respondents by Factors of Variable			
	ContSuper	MarkExper	CustServ	MarkR&D
Strongly Agree =5	16	24	23	24
Agree = 4	63	66	70	73
Indifferent = 3	32	24	25	25
Disagree = 2	13	10	7	3
Strongly Disagree = 1	1	1	0	0
Total	125	125	125	125

Source: Field Survey

**Table-6.2.5(Y)**

Assessment of the Overall Marketing Strength

Name of Factors	*Summated Value on Likert Scale	Mean of Summated	SD of Summated
Capacity for Supervision	455	477.25	16.21
Experiences of Marketing	477		
Capacities for Customer	484		
Marketing Research	493		

\* See Appendices

Figures in the above tables [Table 6.2.5(X) and Table 6.2.5(Y)] reveal that, based on a 5-point Likert rating scale, among four marketing capacities, respondents were found more satisfactory over their product research and development capacities, score 493 [enumerating from Table 6.2.5(X),  $(24 \times 5 + 73 \times 4 + 25 \times 3 + 3 \times 2 + 0 \times 1 = 493)$ ]. The overall impact of the marketing strengths was found nearly satisfactory [mean value 477.25 with a standard deviation 16.21] to the respondents.



## **CHAPTER SEVEN**

## General Discussion on Findings

Women entrepreneurs in the informal sectors of Bangladesh are yet to receive recognition from the society. They are unfortunately excluded from the main stream development projects. Inequalities between women and men are still exist in terms of opportunities, rights, and benefits. A coherent attempt from public-private bodies is yet to take for removing various constraints towards women entrepreneurs' active participation in business. Women entrepreneurs' lack information due to having less access to learning process, business places, social networks and concern authorities. Despites many barriers, women entrepreneurs are taking challenges to continue their hard work in a male-dominated, competitive and complex environment. However their performances are challenged by myriad of factors prevail in external and internal environment. These factors are related to their general attributes like demographic, business, management and networking characteristics as well as environmental factors like political, economical, social, technological, legal, local resources and human resources.

**7.1 Demographic Characteristics:** women entrepreneurs in SMEs of Bangladesh were found relatively younger (Table\_4.1.i). Most of them were found in the age grouped 21-39 years. This may also indicate that women entrepreneurship is a newly populated phenomena in our society. Most of them had became entrepreneurs in the last two decades (Table\_4.1.iii). Up to 96% of them had found to have less than 20 years of experiences. About ninety percent of the entrepreneurs were found married (Table\_4.1.v). This picture looks different than that of the paid occupation in garment and other service sectors where unmarried women were largely envisaged. Referring to their previous occupation, 47% were found mere housewives (Table\_4.1.iv). Women from small sized families were relatively more in business or entrepreneurial activities (Table\_4.1.vi). Educated women gained more confidence in entrepreneurial activities for their academic discourses and formal-informal networking. Most of the women entrepreneurs were found relatively educated ( Table\_ 4.1.ii). 35% of them are highly educated means they had at least bachelor degree. In case of education, about 83% respondents had found to have at least Secondary School Certificate ( end of 10 years of formal education). Married women might had the opportunities to be funded by their husbands and/or close relatives (Table\_4.1.v). Women entrepreneurs were found to be encouraged by their husbands or relatives occupations. As most of their husbands or relatives had found to have experiences of business (Table\_4.1.vii).

**7.2 Business/Entrepreneurial Characteristics:** Their business profiles revealed that, most of them had become entrepreneurs in the last two decades (1990-2010). Although about two third of them had business ancestors in their families, 40% of them said they become entrepreneurs to be self-employed ( Table 4.2.i). 61% of them said they only were the founder of their businesses (Table\_4.2.ii). Almost three fourth of them were found sole proprietors (Table\_4.2.iii). More than half of the women entrepreneurs engaged in manufacturing, livestock and services oriented businesses (Table\_4.2.iv). Most of them were small trader with starter capital of Tk. half million and 90% of them were found suffering from generating initial capital (Table\_4.3.i). Most (72%) of them had no access to formal banks for initial investment and 40% of them said that collateral is a major problem for getting loan from financial institutions (FIs) (Table\_4.3.xiv, 4.3xv). In regulatory provisions, 15% of women entrepreneurs did not have trade license, 37% of them do not pay tax and 56% of them do not have VAT registration certificates. Almost half of them had been started business for the seek of self dependency or family solvency (earning money is the major motivation). Almost 10% of them had come to the business for having no other alternatives like paid service. Women entrepreneurs were found largely in local market trading of garments, show pieces, aesthetics, domestic utensils etc. Only few women are found to be involved in export-import sectors.

Most of them are found dissatisfied in capital generation. Their family and relatives are main source for their starter capital (Table\_4.3.iii). Formal financial institutions are found insufficient with insignificant fund sanctioning to the entrepreneurs. Most of them have no access to formal banks. Their average business worth is Taka up to 4 million, average capital is worth Taka 3 million and debt is almost one million. 90% of them face capital generation problems as they have poor fund of their own and almost 40% said bout collateral is another problem for getting loan from institutions (Table\_4.3.xiv). only 10% of them have land and buildings as collateral for getting loans and almost all (100%) have personal goodwill for deferred payment of their good sold.

**7.3 Marketing and Management Skills:** The major marketing strategies of the women entrepreneurs were found to deliver quality products at market price or lower price (Table\_4.4.i). Most of them found to follow markup pricing method(Table\_4.4.ii). Most of them were directly involved in their marketing activities (Table\_4.4.iii). The major advertisement medium were found to be newspapers and local cable news (Table\_ 4.4.iv). The

major sales promotional activities were found to be price reductions, seasonal outlets and gifts to the customers (Table\_ 4.4.v). Women entrepreneurs had found to have three major sources for gathering the market information- 54% customers, 30% their own source and 10% suppliers (Table\_4.4.vi). The women entrepreneurs were suffering from marketing and managerial skills. Almost 83% percent of the women entrepreneurs had been operating in local markets only. About half of them do not have any target customers. Only 10% of them conduct product research, 30% had trade fair participation and one fourth had business training (Table\_4.4.viii). In case of marketing strategies, more than 90% of women entrepreneurs have product showroom. Almost 40% of them set their product price as cost plus a lump some profit method. 30% of the women entrepreneurs is found doing business by personal selling. Almost one third of the women entrepreneurs arrange home delivery for their sold goods. Only one third (32%) women entrepreneurs had found spent on advertisement. Most of them (74%) did not have any business training and one fourth of them (26%) did not have any experience of taking part in trade fairs. Most of them had found to have only one year of product marketing planning (Table\_4.4.xi).

**7.4 Networking and Communication Skills:** Distinct features of women entrepreneurs in SMEs were found for MIS, HRM and ICT. For information and networking management, 43% of them did not have business planning (Table\_4.4.xi); only 35% of them maintain computer systems bookkeeping and accounting, 47% of them have personal computer (PC), 56% of them use internet, 46% have personal e-mail and only 21% of them have own business websites (Table\_4.5.iv). About 77% of them had only less than 5 PCs in their business units (Table\_4.5.iii). Their average employee size was 16 and female employees were 11 in average. More than 80% of women entrepreneurs provide incentives to their employees other than salary. One third of them provide bonus and overtime as major incentives to their employees. Sixty five percent of the women entrepreneurs have half skilled, skilled and technical workers in their enterprises. Despites different types of skills requirement for their activities, about 65% of the women entrepreneurs were found to be satisfied with their worker's efficiency. Only 45 of the women entrepreneurs admitted that they have improved and compliant working conditions in their enterprises. The survey findings also show that women entrepreneurs are weak in business management and marketing. They need of building capacity in business planning, product marketing, business promotion, accounting and bookkeeping, ICT usage, e-commerce and regulatory process. They have least opportunity of marketing training and use of communication technologies. Public trainings were found insufficient and some NGOs are

providing training in limited areas. : The finding depict that women entrepreneurs ' are significantly contributing to employment generation. Most of them are found increasing their total employees and specially female workers. they are also taking active part in their family expenditure and savings.

**7.5 External Environmental Influences:** Assessing environmental threats, on the basis of Likert 5 points rating scale, women entrepreneurs were found most dissatisfied over political environment. Law and order situation, bureaucratic red tap, policy for SME collaterals and interest rate were assessed to more adverse. For economic environment business infrastructure, cost of raw materials and inflation rate had negative impacts on women entrepreneurs. In social perspectives, women entrepreneurs had little dissatisfaction over recognition while they were nearly satisfied about gender parities and social safeties. Respect to technological environment women entrepreneurs were found to be dissatisfied over cost and skills availability of modern technologies. Women entrepreneurs were found to be indifferent about legislations. They had dissatisfaction over cost of legislation for their business activities. In respect to local resources, women entrepreneurs were found to be satisfied over availability of natural resources and local climates but dissatisfied about availability of local raw materials. For human resources, women entrepreneurs were found comparatively less satisfied on cost of labor then availability and skills required for their business.

**7.6 Internal Environmental Aspects :** for assessing internal weaknesses, women entrepreneurs were found mostly weakened in relation building with civil bureaucrats and managing internal conflicts and disturbances. They were dissatisfied over their owning land for business, capital for investment and entrepreneurial education and training. They were found less capable for social participation but good at gender kinships and workers affinity. For information and communication technology (ICT) capacities, women entrepreneurs were found to require more opportunities to access ICT . In case of marketing management, women entrepreneurs in SMEs were found to be less capable in full time supervision for their businesses.

**7.7 SWOT for Women Entrepreneurs:** women entrepreneurs in Bangladesh were not almost worst in business. Although they had many obstacles and weaknesses, they have still many opportunities and strengths. Based on the research findings a SWOT analysis can be made to support the women entrepreneurs for being succeed in

business. They had to maximize the strengths and opportunities they had in business and minimize weaknesses and threats for ensuring better performances in business. Following the chart for **Strengths and Weaknesses** and **Opportunities and Threats (SWOT)** that were found by conducting the survey study.

**Table 7.7.1**

**SWOT elements for women entrepreneurs**

<b>SWOT</b>	<b>Strengths/Weaknesses</b>	<b>Opportunities/Threats</b>
Maximize	<ol style="list-style-type: none"> <li>1. Entrepreneurial Education</li> <li>2. Entrepreneurial Experience</li> <li>3. Motivation for Innovativeness</li> <li>4. Entrepreneurial Ancestors</li> <li>5. Availability of Starter Capital</li> <li>6. Sources for Starter Capital</li> <li>7. Availability of Collaterals</li> <li>8. Good Managerial Capacities</li> <li>9. Good Marketing Capacities</li> <li>10. Social Networking Capacities</li> <li>11. Supervision Capacity</li> <li>12. Business Planning Capacity</li> <li>13. ICT Capacity</li> <li>14. Accounting Capacity</li> <li>15. Employees Relations</li> </ol>	<ol style="list-style-type: none"> <li>1. GOs-NGOs Assistancess</li> <li>2. Tax Rebates/Redemption</li> <li>3. Low Cost of Investment</li> <li>4. Liberal Market Competition</li> <li>5. Social Safety/Acceptances</li> <li>6. Access to Modern Technologies</li> <li>7. Skills for Modern Technologies</li> <li>8. Benefits of Industrial Laws</li> <li>9. Availability of Natural Resources</li> <li>10. Favourable Business Climates</li> <li>11. Skills and Availability of HR</li> <li>12. Gender Parities</li> <li>13. Workforce Availabilities</li> <li>14. Use of Infrastructure</li> <li>15. MFIs/ Development Programmes</li> </ol>
Minimize	<ol style="list-style-type: none"> <li>1. Lack of Starter Capital</li> <li>2. Poor Relation with Stakeholder</li> <li>3. Lack of Training/Information</li> <li>4. Usage of Obsolete Technology</li> <li>5. Lack of Own Land &amp; Building</li> <li>6. Lack of Social Participation</li> <li>7. Lack of Workers Affinities</li> <li>8. Lack of ICT Skills</li> <li>9. Lack of Supervision</li> <li>10. Poor Marketing Skills</li> <li>11. Lack of Business Ideas</li> <li>12. Lack of Business Planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Political Unrest</li> <li>2. Adverse Business Policies</li> <li>3. High Cost for Capital</li> <li>4. Collaterals and Interest Rate</li> <li>5. Bureaucrat Complexities</li> <li>6. Tough Market Competition</li> <li>7. Inflation/Purchasing Power</li> <li>8. High Cost of Raw Materials</li> <li>9. Lack Infrastructures/Utilities</li> <li>10. Lack of Social Recognition</li> <li>11. Cost and Skills for Technologies</li> <li>12. Lack of Access to Legislations</li> <li>13. Lack of Local Raw Materials</li> <li>14. Lack of Skilled Workforce</li> </ol>

**Table 7.7.2****SWOT analysis for entrepreneurial characteristics of first 50 Respondents**

ID	UniLead	EntEdu	Innov	Creat	Risk_T	Divers	Devot	Train	Total	Remarks			
										Avg	Stdev	Max	Min
1	5	4	3	5	3	3	4	2	29	23.3	4.8	35.0	16.0
2	5	2	2	2	2	3	2	1	19				
3	5	3	2	2	3	3	3	1	22				
4	5	3	2	2	2	2	2	1	19				
5	5	3	3	3	4	3	3	1	25				
6	3	3	3	3	2	2	3	1	20				
7	5	3	4	3	3	1	2	1	22				
8	5	3	1	4	2	2	3	1	21				
9	2	2	2	2	2	2	2	2	16				
10	2	3	2	2	2	2	2	2	17				
11	5	3	4	4	4	4	4	3	31				
12	4	3	1	1	2	3	3	1	18				
13	5	2	5	5	4	3	4	3	31				
14	4	5	2	4	1	2	2	2	22				
15	2	3	2	2	2	2	2	2	17				
16	2	3	2	2	2	2	2	2	17				
17	2	4	2	2	2	2	2	2	18				
18	1	2	3	3	2	2	2	1	16				
19	5	3	2	3	2	3	2	2	22				
20	5	3	3	3	2	2	3	1	22				
21	5	2	2	2	3	3	1	1	19				
22	5	3	2	2	2	2	3	1	20				
23	5	2	3	3	4	2	3	3	25				
24	5	4	3	3	4	3	3	2	27				
25	5	3	2	3	3	3	4	3	26				
26	2	3	2	2	2	2	2	2	17				
27	5	3	2	3	3	3	4	2	25				
28	4	3	1	3	3	4	4	1	23				
29	1	3	2	2	3	3	2	3	19				
30	3	4	2	2	3	3	5	5	27				
31	5	3	2	2	3	4	5	3	27				
32	4	4	3	2	2	2	4	2	23				
33	3	4	2	2	2	1	4	2	20				
34	2	3	3	3	4	2	2	2	21				
35	3	3	2	2	2	1	3	4	20				
36	5	3	4	4	4	5	5	5	35				
37	5	3	3	4	4	4	4	4	31				
38	5	4	4	4	4	4	4	4	33				
39	2	3	2	2	2	2	4	4	21				
40	4	4	3	3	3	2	3	2	24				
41	3	3	3	3	2	2	4	2	22				
42	5	3	5	4	2	3	4	2	28				
43	5	4	3	3	2	3	4	1	25				
44	4	3	3	3	3	2	4	2	24				
45	5	3	3	3	3	3	3	4	27				
46	5	4	3	3	3	5	4	3	30				
47	2	3	2	4	3	1	4	1	20				
48	5	3	3	4	5	1	1	3	25				
49	5	3	5	3	4	3	3	4	30				
50	5	4	3	3	1	5	4	4	29				
<b>Total</b>	<b>184</b>	<b>147</b>	<b>121</b>	<b>133</b>	<b>126</b>	<b>122</b>	<b>148</b>	<b>102</b>		<b>135.4</b>	<b>24.6</b>	<b>184.0</b>	<b>102.0</b>

The entrepreneurial characteristics of the women entrepreneurs found to be below average (136 out of 250 points). Among the eight attributes, unique leadership has got highest assessment (184 points). They were suffering most from training, innovation, risk taking and diversification in their business activities.

## **CHAPTER EIGHT**



## Conclusion & Recommendation

**Conclusion:** Bangladeshi women entrepreneurs were found relatively young and educated. Women entrepreneurs in SMEs of Bangladesh were found mostly married and comparatively educated. They come to the business/ self employment for economic solvency and/or self dependency. However, they lack entrepreneurial heredity in business. Nonetheless, family members, especially parents play a key role for individual's desires and encouragement in entrepreneurship. Entrepreneurs with parents' role model were perceived to be higher performers than those of without having parental role. Women for being engaged in full time entrepreneurship had to be better understood by her family members.

The types of business for women in SMEs were found almost dispersed in three sectors of i. trading ii. manufacturing, and iii. service activities. They possessed the basic entrepreneurial qualities like founder of new businesses and belonging to sole proprietorships. However, they were found to be less innovative in reference to their major motivations (to earn profit/ economic solvency, low risk taking, no other alternatives etc.). Entrepreneurial orientation such as innovativeness, and risk taking are the factors found to determine the success of a woman entrepreneur in her business. Innovativeness enables women entrepreneurs to venture into new things, that is, technology, products and market whereas risk taking is required if women are to venture into relatively large-scale businesses.

Women entrepreneurs in SMEs were found to be relatively small traders. They had to depend on their own deposits and other informal sources for starter capital. Their profits/ returns in business were small in size for reinvestment in the business. Lack of working capital is one of the most serious problems for women entrepreneur for better performance. For lack of financial competence many of them take entrepreneurship as a last resort.

Most of the women entrepreneurs in SMEs emphasized the lower priced and bulk production for the goods rather the quality for market expansion. A good number of them depended on their family member for the marketing activities. One third of them did not emphasis key marketing strategies like advertisement, sales promotion, trade fair participation and marketing researches. They had suffered from entrepreneurial education and in depth marketing training for foreign trade and horizontal business planning.

They lacked experiences both in business and self employment. Women's experiences in managerial and controlling of resources increase their ability to source relevant information and to solve problems. Most of them need entrepreneurial training and education for having

confidence in business. Unskilled human capitals hinder women entrepreneurs' performances. Whatever is produced in the economy to be competitive, both in the domestic and international markets, depends on the quality of the productive workforce. Women's managerial practices have role in success. Women entrepreneurs who focused on strategic planning are likely to achieve higher performance.

Women in SMEs had been suffering from communication and networking problems. Performance of women entrepreneurs depend on their ability to communicate better with employees, suppliers and customers (**Valencia, 2006**). Only few of them use internet and have business websites of their own. They had reported the communication technologies are expensive, hard to operate and rapid changeable. Women entrepreneurs in SMEs lacked networking with the potential parts of the governmental systems (like bureaucrats). Respectively they suffered from access to service and support organizations both GOs and NGOs. **Hisrich and Brush (1987)** suggested that support systems, mentors, and advisors; business associates and friends; participation in trade associations and women's groups are the significant networks which are positively associated with business performance.

Environmental factors were found to have multifarious affects on their performances. Political and administrative factors like SME interest rate (suggested by the central bank), policy for collaterals, law and order situation, bureaucratic red taps etc hinder women entrepreneurs' performance. Economically, the inflation rate, cost of raw materials, infrastructural paucities create problems for them to perform. The skills were required for operating the modern technologies and cost of modern technologies are two element of technological environment found to negatively affect entrepreneurial performances. Women entrepreneurs in SMEs showed negative attitudes about cost and assistances of legislations in this sector. The dearth of local raw material, cost of labor, and scarcity of skills workforce had negative impacts on women entrepreneurs' performances.

Though there are a number of factors affect performances, women entrepreneurs were significantly contributing for the country's development. Women in businesses have been creating and managing a whole range of creative job ventures for themselves and others. They are also coping with personal, marital and family relationships concurrently in an environment that is not gender neutral. The women entrepreneurship should be the subject of social studies for their immense potentials as a source of employment, poverty reduction and women empowerment.

**Recommendations:** Women entrepreneurial activities are not only a means for economic survival but also have positive social impacts for the women themselves and others in the society. Women entrepreneurs require manifold facilities and cooperation from government and non government organizations. Based on the findings of the study, the following measures are recommended for policy makers and other stakeholders.

1. It is important for all development institutes in Bangladesh to incorporate women's entrepreneurial dimensions and growth in their programs and policies.
2. Women entrepreneurs should be provided with better business infrastructure and support services from the part of the government for new business entrants and existing one to grow.
3. Central Bank suggests MFIs to lower down the SME interest rate to a single digit and ease the loan sanctioning procedure with free of collaterals.
4. Education institutes should introduce curricula for women entrepreneurs and IT education at the secondary level. There is a need of more and better opportunities for potential women entrepreneurs to gain equal access to management, and financial skills that are deemed to be important for business success. Women orientation for confidence, courage, strong will power, risk taking, creativity and innovativeness, and so on can be embedded within the women entrepreneurs through short courses, training programs, mentoring or even long-term courses leading to the award of a diploma or degree by the educational institutions.
5. Cost of communication technologies should be minimized with subsidies for women entrepreneurs particularly and women in education generally.
6. Access to the support and services organization should be ease. Support and service organizations should launch few basic business training and assistances for women entrepreneurs. Training institutes should offer courses on women entrepreneurship development providing the necessary information on the career prospects of women. These will facilitate them in the areas of legal and accounting services, feasibility studies, business planning, and production- marketing- management services at the start-up phases.

7. A comprehensive training institute for in depth entrepreneurial training, a central data-base and information system, a national entrepreneurial research library, and entrepreneurial career research cell should be launched by the government to find out the countrywide role models and their activities in this sector.
8. SME Foundation and Central Bank can jointly operate an online web portal with the active coordinates(ways to communicate), activities, achievements and other information of women entrepreneurs for disseminating to the researchers and general people.
9. SME Foundation should develop a product design centre and a business ideas collection and dissemination centre for women entrepreneurs. This would enable women entrepreneurs to manufacture quality goods capable of competing in the international market. Women Entrepreneurs should exchange technological and other information from various regions in order to upgrade their products and also to produce innovative products with creative designs and ideas.
10. A uniform definition of SME has to be developed for the proper implementation of all the programs of SME. The Bangladesh Bank, Bureau of Statistics, and SME Foundation have different definitions of SMEs. Government may take necessary initiatives to make it uniform.
11. Government should increase ceiling for minimum taxable income, announce tax holiday facilities, reduce various custom duties on foreign trade for women entrepreneurs.
12. Government development programs should focus on empowering rural women by business activities in agro based and cottage industries as well as supplying utilities like gas and electric power to them.
13. Steps should be taken to extend marketing assistance to women entrepreneurs for sales, promotion and development of their products.
14. The importance of women entrepreneurship should be included in the text books of children in order to acquaint them with women's entrepreneurship development. Departments of colleges and universities should impart education and offer courses on women's entrepreneurship in order to acquaint the female students with the

subject. The syllabus of various entrepreneurship oriented subjects should include the topic on women entrepreneurship development especially regarding SME.

15. Government should use the media houses to encourage the existing and potential women entrepreneurs in SMEs: Even though entrepreneurship is not free of risks, existing and potential entrepreneurs should not see it as a last resort. This is because starting own business creates sense of independence, flexibility and freedom; make own boss, give time and financial freedoms.
16. This is where the government agencies and associations play an important role in nurturing these skills within the women entrepreneurs. Incentives in the form of income tax relief, discounted or free-of-charge association membership and training could help to mould successful women entrepreneurs.
17. For making the SMEs as a thrust sector in Bangladesh, a Small and Medium Enterprises Zone (SMEZ) for exclusively women only following the Export Processing Zone (EPZ) can be seriously considered by the policy makers.

In conclusion, this study has contributed largely the practical aspects of factors affecting the performance of women entrepreneurs. If we can achieve a better understanding of the important factors influencing the performance of women entrepreneurs, this will have implications for Bangladeshi women entrepreneurs and investors to broaden their business successfully in this globalize environment.

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## Appendix\_5.questionnaire

ঢাকা বিশ্ববিদ্যালয়  
ব্যবস্থাপনা শিক্ষা বিভাগ  
মহিলা উদ্যোক্তা জরিপ প্রশ্নমালা

(একটি ইউজিসি বাংলাদেশ ফেলোশিপের (২০১১-১২) অধীনে এম ফিল পর্যায়ে গবেষণা)

### Topic: An Assessment of the Factors Affecting Performance of Women Entrepreneurs in SMEs of Bangladesh

[বিঃদ্রঃ এই জরিপের তথ্য কেবল একাডেমিক গবেষণায় ব্যবহৃত হবে, আপনার মূল্যবান সময় ও সহযোগিতার জন্য আনন্দিতভাবে কৃতজ্ঞ]

নোট : নাম ও ঠিকানা আবশ্যিকীয় নয়।

#### ১ ব্যক্তিগত তথ্যাবলী (Demographic Information)

- ১.১ বয়স : ----- বছর----- মাস
- ১.২ শিক্ষাগত যোগ্যতা : নাই/----- শ্রেণী পর্যন্ত/----- পাশ
- ১.৩ বর্তমান পেশায় অভিজ্ঞতা : ----- বছর
- ১.৪ বৈবাহিক অবস্থা : ক. বিবাহিতা খ. অবিবাহিতা গ. তালাকপ্রাপ্তা ঘ. বিধবা ঙ. অন্যান্য-----
- ১.৫ পরিবারের সদস্য সংখ্যাঃ -----জন
- ১.৬ পূর্বপেশা : ক. গৃহিনী খ. ছাত্রী গ. কর্মজীবী ঘ. বেকার ঙ. অন্যান্য-----
- ১.৭ স্বামী/পিতার পেশা :

#### ২ উদ্যোগ তথ্য (Entrepreneurial Information)

- ২.১ আপনার ব্যবসার ক্ষেত্র কোনটি? (উল্লেখ করুন)
- ক. বাণিজ্য খ. উৎপাদন গ. সেবা ঘ. হস্তশিল্প ঙ. অন্যান্য -----
- ২.২ আপনার প্রতিষ্ঠানের ধরন কি?
- ক. এক মালিকানা খ. অংশীদারি গ. যৌথ মালিকানা ঘ. সমিতি ঙ. পারিবারিক
- ২.৩ আপনি কেন ব্যবসার উদ্যোগ নিলেন?
- ক. পারিবারিক ঐতিহ্য খ. আত্মকর্মসংস্থানের জন্য গ. অধিক উপার্জনের আশায় ঘ. ক্ষুদ্র বিনিয়োগের জন্য
- ঙ. আত্মনির্ভর হতে চ. চাকুরী বা বিকল্প পেশা না পেয়ে ঙ. অন্যান্য (বলুন)-----
- ২.৪ আপনার ব্যবসাটি কে প্রতিষ্ঠা করেন ?
- ক. আমি নিজেই খ. আমার পরিবার গ. আমার বন্ধু/অংশীদার ঙ. অন্যান্য (বলুন)-----
- ২.৫ আপনার ব্যবসা শুরু করার সালঃ-----নিবন্ধনের সালঃ----- VAT/TIN সাল :-----
- ২.৬ আপনার পরিবারের কেউ কি উদ্যোক্তা বা ব্যবসার সাথে জড়িত? হ্যাঁ/ না, হ্যাঁ হলে
- ২.৬.১ তার সাথে আপনার সম্পর্ক কি? (টিক দিন) বাবা/ স্বামী/ ভাই / মা / বোন/ মামা/চাচা/দাদা/নানা/ অন্যান্য-
- ২.৬.২ ব্যবসার ধরন (উল্লেখ করুন)-----

## Appendix\_5.questionnaire

### ৩ বিনিয়োগ তথ্য (Investment Information)

৩.১ আপনার ব্যবসায় মূলধন (আনুমানিক) কত?

ক. প্রারম্ভিক -----টাকা খ. (২০১০) -----টাকা, গ. (২০১১)-----টাকা, ঘ. বর্তমানে-----টাকা

৩.২ আপনার ব্যবসার প্রারম্ভিক মূলধন এর প্রধান উৎস কোনটি?

ক. আপনার নিজস্ব খ. আপনার স্বামী গ. আত্মীয়/বন্ধু ঘ. আর্থিক প্রতিষ্ঠান ঙ. অন্যান্য---

৩.৩ আপনার প্রতিষ্ঠানে কর্মরত কর্মীসংখ্যা কত? (নারী/পুরুষ উল্লেখ করুন)

ক. প্রারম্ভিক -----জন খ. (২০১০) -----জন, গ. (২০১১)-----জন, ঘ. বর্তমানে-----জন

৩.৪ আপনার প্রতিষ্ঠানে (বেতন, কাচামাল, পরিবহন, বিপন্ন ইত্যাদি বাবদ) মাসিক গড় খরচ কত?

ক. প্রারম্ভিক -----টাকা খ. (২০১০) -----টাকা, গ. (২০১১)-----টাকা, ঘ. বর্তমানে-----টাকা

৩.৫ মাসিক গড় বিক্রয় কত?

ক. প্রারম্ভিক -----টাকা খ. (২০১০) -----টাকা, গ. (২০১১)-----টাকা, ঘ. বর্তমানে-----টাকা

৩.৬ মাসিক গড় মনুফা/ ক্ষতি কত?

ক. প্রারম্ভিক -----টাকা খ. (২০১০) -----টাকা, গ. (২০১১)-----টাকা, ঘ. বর্তমানে-----টাকা

৩.৭ আপনার প্রতিষ্ঠানের আকার (Size) কেমন?

ক. শাখার ভিত্তিতে, প্রারম্ভিক ----- টি বর্তমানে -----টি

খ. উৎপাদন কারখানা (Production Unit), প্রারম্ভিক -----টি, বর্তমানে ----- টি

গ. বিক্রয় কেন্দ্র, প্রারম্ভিক ----- টি, বর্তমানে ----- টি

৩.৮ আপনার ব্যবসা প্রতিষ্ঠানের অবস্থান কোথায়? (জায়গার নাম উল্লেখ করুন) -----

### ৪ বিপন্ন ও ব্যবস্থাপকীয় তথ্য (Marketing and Management Information)

[ প্রারম্ভিক ও বর্তমান আবস্থার ভিত্তিতে উত্তর দিন]

৪.১ আপনার ব্যবসায় বিপন্ন কৌশল কোনটি?

ক. তুলনামূলক কম মূল্যে অধিক বিক্রয় খ. বেশী মূল্যে পণ্য বিক্রয় গ. বাজারে অনুপ্রবেশ

ঘ. প্রতিযোগিতায় টিকে থাকা ঙ. বাজার দখল

৪.২ আপনার ব্যবসায় বিপন্ন ব্যবস্থাপনা কে করে থাকেন?

ক. আমি নিজে খ. আমার পরিবার গ. প্রতিষ্ঠানের কর্মকর্তা ঘ. আমার মনোনীত ব্যক্তি

৪.৩ বিজ্ঞাপন করেন কিনা? হ্যাঁ/ না (টিক দিন), হ্যাঁ হলে, বিজ্ঞাপনের মাধ্যমঃ -----

৪.৪ বিক্রয় প্রসার করেন কিনা? হ্যাঁ/ না (টিক দিন), হ্যাঁ হলে, বিক্রয় কৌশলঃ -----

## Appendix\_5.questionnaire

8.৫ বাজারজাতকরণ তথ্যের উৎস কি? (টিক দিন)

ক. ক্রেতা খ. সরবরাহকারী গ. প্রতিযোগী ঘ. নিজস্ব মাধ্যম (মোবাইল/ইন্টারনেট/প্রকাশনা) ঙ. সংবাদ মাধ্যম

8.৬ আপনার পণ্যবাজারে দালাল বা ফড়িয়া আছে কিনা? হ্যাঁ/ না (টিক দিন), হ্যাঁ হলে নাম বলুন :-

8.৭ বাণিজ্য মেলায় অংশগ্রহণ করেছেন কি? হ্যাঁ /না, হ্যাঁ হলে

8.৭.১ কত সালে -----, কোথায়-----

8.৭.২ এর ফলে কিভাবে উপকৃত হোন? (টিক দিন) তথ্য ও জ্ঞানার্জন /বিক্রয় প্রসার /বিজ্ঞাপন

8.৮ আপনি কি আমদানী/রপ্তানী (বৈদেশিক) বানিজ্য করেন? হ্যাঁ/না (টিক দিন)

8.৯ আপনার পণ্যের মার্কেটিং এর প্রধান সমস্যাটি কি?

ব্যয়বহুল/ যাতায়াত/ অদক্ষ কর্মী/ বিপন্ন প্রশিক্ষণ/তথ্যের অভাব (টিক দিন)

8.১০ আপনার প্রতিষ্ঠানে কর্মরত ব্যবস্থাপকীয় কর্মকর্তার সংখ্যা কত? উত্তরঃ ----- জন

8.১১ কর্মরত কর্মকর্তাদের শিক্ষাগত যোগ্যতার বিবরণঃ

ক্রমিক	পদবী	পদসংখ্যা	শিক্ষাগত যোগ্যতা

8.১২ কর্মরত কর্মকর্তাদের অভিজ্ঞতার (যদি থাকে) বিবরণঃ

ক্রমিক	পদবী	পদসংখ্যা	অভিজ্ঞতা

8.১৩ কর্মরত কর্মকর্তা/ কর্মচারীদের প্রশিক্ষণ এর ব্যবস্থা আছে কিনা? হ্যাঁ /না , হ্যাঁ হলে

ক্রমিক	পদবী	পদসংখ্যা	প্রশিক্ষণের বিবরণ

8.১৪ প্রশিক্ষণ এর খরচ কে বহন করে?

ক. প্রতিষ্ঠান থেকে খ. সহযোগী প্রতিষ্ঠান থেকে গ. কর্মী ও প্রতিষ্ঠান ঘ. কর্মী নিজেই ঙ. অন্যান্য (বলুন) -----

8.১৫ ব্যবসার পরিকল্পনা ও বাজেট প্রাক্কলন করেন কি? হ্যাঁ/না (টিক দিন) , যদি হ্যাঁ হয়

8.১৬ পরিকল্পনা বা বাজেট কিভাবে প্রণয়ন করেন? (টিক দিন)

ক. আমি নিজেই খ. আমার প্রতিনিধি দ্বারা গ. দক্ষ কর্মকর্তা/বিশেষজ্ঞ দ্বারা ঘ. সেবা প্রতিষ্ঠান দ্বারা

## Appendix\_5.questionnaire

৪.১৭ কর্মীকে বেতন ছাড়া আর কি কি প্রণোদনা দেন?

বোনাস/ওভার টাইম/খাবার/যাতায়াত খরচ/থাকা খাওয়া (টিক দিন)

৪.১৮ আপনার প্রতিষ্ঠানে কর্মীর বেতন কত? সর্বোচ্চ----- টাকা, সর্বনিম্ন ----- টাকা

### ৫ ঋন সুবিধা এবং যোগাযোগ প্রযুক্তি ব্যবহার সম্পর্কিত তথ্য (Information of credit facilities and ICT uses)

৫.১ আপনি কোন কোন উৎস হতে অর্থ ঋন সুবিধা পেয়ে থাকেন ?

ক. সরকারি খ. এনজিও গ. ব্যাংক/বীমা প্রতিষ্ঠান ঘ. সমিতি ঙ. প্রযোজ্য নয়

৫.২ এই উৎস গুলি কি পর্যাপ্ত? হ্যাঁ/না (টিক দিন)

৫.৩ বর্তমানে যে পরিমাণ ঋনের সুবিধা বিদ্যমান তা কি আপনার ব্যবসার জন্য পর্যাপ্ত? হ্যাঁ/না (টিক দিন)

৫.৪ এই সম্পর্কিত তথ্য উৎস পর্যাপ্ত বলে মনে করেন কি? হ্যাঁ/না (টিক দিন)

৫.৫ ঋন বা অর্থ পেতে কি ধরনের সমস্যা হয়?

ক. স্থায়ী জামানত খ. দীর্ঘ ও জটিল প্রক্রিয়া গ. অতি দলিলাদি উপস্থাপন ঘ. ঘুষ দৃশীতি ঙ. অন্যান্য-----

৫.৬ আপনার প্রতিষ্ঠানে কি ব্যক্তিগত কম্পিউটার আছে? হ্যাঁ/না (টিক দিন), হ্যাঁ হলে কত টি? (উল্লেখ করুন) ----- টি

৫.৭ আপনি কি ইন্টারনেট ব্যবহার করেন? হ্যাঁ/না (টিক দিন)

৫.৮ আপনার নিজস্ব ই-মেইল যোগাযোগ আছে? হ্যাঁ/না (টিক দিন)

৫.৯ আপনার প্রতিষ্ঠানের কি নিজস্ব ওয়েবসাইট আছে? হ্যাঁ/না (টিক দিন)

৫.১০ আধুনিক যোগাযোগ প্রযুক্তি ব্যবহারে বাধা কি বলে মনে করেন?

ক. ব্যয়বহুল খ. কারিগরি প্রশিক্ষণ প্রয়োজন গ. দ্রুত পরিবর্তনশীল ঘ. পর্যাপ্ত তথ্য ও জ্ঞান এর অভাব

### ৬.০ কার্য সম্পাদনে প্রভাব বিশারকারী বাহ্যিক পরিবেশের উপাদানসমূহ লাইকার্ট ৫ স্কেলে মূল্যায়ন (Evaluation of Environmental Factors Affecting Performance Using 5- Point Likert Scale)

[নোট : নিম্নে মহিলা উদ্যোক্তাদের কার্য সম্পাদনে ভূমিকা পালনকারী উপাদানসমূহ ইতিবাচক বিবৃতিতে তালিকাভুক্ত করা হল। উপাদানগুলি জানার পর আপনার ব্যবসার সাথে সম্পর্কযুক্ত উপাদান সমূহ যথাযথ স্কেলে/মানদণ্ডে মূল্যায়ন করুন। স্কেল বা মানদণ্ডঃ ৫ = পুরোপুরি একমত, ৪ = একমত, ৩ = ইতস্তত/দ্বিধাগ্রস্ত, ২ = একমত নয়, ১ = পুরোপুরি বিপরীতমত]

ক্রমিক	পরিবেশগত উপাদানসমূহ	সহমতের মানদণ্ড বা Agreement Scale					
		৫	৪	৩	২	১	মন্তব্য
৬.১	রাজনৈতিক ও প্রশাসনিক সহযোগ						
৬.১.১	প্রাতিষ্ঠানিক ঋন পেতে স্থায়ী জামানত প্রয়োজন হয় না						
৬.১.২	ক্ষুদ্র ঋন কর্মসূচি ও প্রাতিষ্ঠানিক ঋনের সুদের হার যৌক্তিক						
৬.১.৩	ব্যবসার কাজে আমলাতান্ত্রিক জটিলতা/রেড টেপ নেই						
৬.১.৪	বিভিন্ন পর্যায়ে সরকারি প্রণোদনা/সহযোগীতা সহজ হয়েছে						
৬.১.৫	বর্তমান আইন শৃঙ্খলা পরিস্থিতি ব্যবসার জন্যে সহায়ক						
৬.১.৬	উদ্যোগ নীতি প্রনয়ন ব্যবসা প্রসারে গুরুত্বপূর্ণ ভূমিকা রাখছে						
৬.১.৭	আপনার ব্যবসায় যে ট্যাক্স কিংবা ভ্যাট আরোপিত হয়েছে তা যৌক্তিক						

## Appendix 5.questionnaire

৬.২	অর্থনৈতিক সুযোগ							
৬.২.১	অর্থনৈতিক মুদ্রাস্ফীতি উদ্যোগ গ্রহনে তেমন সমস্যা নয়							
৬.২.২	গ্রাহকদের ক্রয় ক্ষমতা যথেষ্ট ভাল							
৬.২.৩	শিল্পায়নে কাচামালের ও পরিবহন খরচ বেশী নয়							
৬.২.৪	অর্থনৈতিক কর্মকাণ্ডে মানব সম্পদ বাবদ খরচ কম হয়							
৬.২.৫	আর্থিক প্রতিষ্ঠান সমূহের ঋন ও বিনিয়োগ কর্মসূচি গুরুত্বপূর্ণ ভূমিকা রাখছে							
৬.২.৬	পণ্য বাজারে নমনীয় প্রতিযোগিতা (flexible competition) বিদ্যমান রয়েছে							
৬.২.৭	সেখানে পর্যাপ্ত অবকাঠামো ও ইউটিলিটিজ (বিদ্যুৎ-গ্যাস) রয়েছে							
৬.৩	সামাজিক, সাংস্কৃতিক উপাদান							
৬.৩.১	উদ্যোক্তাদের সামাজিক অবস্থান /মর্যাদা ভাল							
৬.৩.২	শ্রেণী বৈষম্য বা শ্রেণী বিবেশ তেমন নেই							
৬.৩.৩	নতুন উদ্যোগ গ্রহন সামাজিক ভাবে সমাদৃত হয়							
৬.৩.৪	সামাজিক চরম লিঙ্গ দ্বন্দ্ব (Gender Conflict) নেই							
৬.৩.৫	লিঙ্গ (নারী-পুরুষ) বৈষম্য উদ্যোগগ্রহনকে তেমন প্রভাবিত (affect) করে না							
৬.৪	প্রযুক্তিগত সুযোগ							
৬.৪.১	শিল্পোদ্যোগে প্রযুক্তি প্রতিস্থাপন ও ব্যবহার উৎসাহ ব্যঞ্জক							
৬.৪.২	আধুনিক যোগাযোগ প্রযুক্তি ব্যবসাকে সহজ করছে							
৬.৪.৩	উদ্যোগ গ্রহনে দেশীয় প্রযুক্তি গুরুত্বপূর্ণ ভূমিকা রাখছে							
৬.৪.৪	অভ্যন্তরীণ বাজারে প্রযুক্তিগত দক্ষতা (শ্রম শক্তি) সহজপ্রাপ্য							
৬.৫	আইনগত সুযোগ							
৬.৫.১	ব্যবসার স্থাপনে নীতিগত, আইনগত ও প্রাতিষ্ঠানিক তেমন বাঁধা নেই							
৬.৫.২	ব্যবসার আইন বা নিয়মকানুন প্রতিকূল মনে হয়না							
৬.৫.৩	শিল্প আইনসমূহ নারী ব্যবসা বাস্তব/সহায়ক							
৬.৬	প্রাকৃতিক সম্পদ সম্পর্কিত সুযোগ							
৬.৬.১	ব্যবসায় ব্যবহৃত কাচামাল স্থানীয় পর্যায়ে সহজপ্রাপ্য							
৬.৬.২	স্থানীয় আবহাওয়া ও জলবায়ু ব্যবসার জন্য সহায়ক							
৬.৬.৩	স্থানীয় খনিজ/প্রাকৃতিক সম্পদ আপনার ব্যবসার জন্যে সহজলভ্য							
৬.৭	মানব সম্পদ সম্পর্কিত সুযোগ সমূহ							
৬.৭.১	ব্যবসার জন্যে দক্ষ জনশক্তির সরবরাহ যথেষ্ট							
৬.৭.২	শিল্পায়নে নারী শ্রমিক যথেষ্ট প্রধান্য পাচ্ছে							
৬.৭.৩	নারী শ্রমিকদের আর্থিক চাহিদা তুলনামূলক কম							

## Appendix\_5.questionnaire

### ৭.০ কার্য সম্পাদনে প্রভাব বিস্তারকারী অভ্যন্তরীণ উপাদানসমূহ লাইকার্ট ৫ স্কেলে মূল্যায়ন (Evaluation of Internal Factors Affecting Performance Using 5-Point Likert Scale)

[নোট : নিম্নে মহিলা উদ্যোক্তাদের কার্য সম্পাদনে ভূমিকা পালনকারী অভ্যন্তরীণ উপাদানসমূহ ইতিবাচক বিবৃতিতে তালিকাভুক্ত করা হল। উপাদানগুলি জানার পর আপনার ব্যবসার সাথে সম্পর্কযুক্ত উপাদান সমূহ যথাযথ স্কেলে/মানদণ্ডে মূল্যায়ন করুন। স্কেল বা মানদণ্ডঃ ৫ = পুরোপুরি একমত, ৪ = একমত, ৩ = ইতস্তত/দ্বিধাগ্রস্ত, ২ = একমত নয়, ১ = পুরোপুরি বিপরীতমত।]

ক্রমিক	অভ্যন্তরীণ উপাদানসমূহ	সহমতের মানদণ্ড বা Agreement Scale					
		৫	৪	৩	২	১	মন্তব্য
৭.০	উদ্যোক্তার সামর্থ্যসমূহ						
৭.১	অর্থনৈতিক সামর্থ্য						
৭.১.১	ব্যবসা করার/পরিচালনার জন্য আপনার নিজস্ব জমি বা স্থান আছে						
৭.১.২	ব্যবসা পরিচালনায় আপনার পর্যাপ্ত তহবিল রয়েছে						
৭.১.৩	আপনার ব্যবসায়পরিচালনায় যথেষ্ট প্রশিক্ষণ/শিক্ষাগত যোগ্যতা রয়েছে						
৭.১.৪	উৎপাদন কাজে প্রয়োজনীয় যন্ত্রপাতি ও প্রযুক্তি সংগ্রহের সামর্থ্য আপনার রয়েছে						
৭.১.৫	আপনার ব্যবসায় যে ট্যাক্স কিংবা ভ্যাট আসে তা পরিশোধে আপনি সমর্থ						
৭.১.৬	বাজারে আপনার পণ্যের অবস্থান যথেষ্ট শক্তিশালী						
৭.২	প্রশাসনিক সামর্থ্য						
৭.২.১	স্থায়ী সম্পদ ছাড়াই আপনি প্রাতিষ্ঠানিক অর্থ ঋন পেতে পারেন						
৭.২.৩	আপনি কখনও আমলাতান্ত্রিক জটিলতায়/রেড টেপ এ পরেননি						
৭.২.৪	আপনি সহজেই সরকারি প্রণোদনা/সহায়তা পেতে পারেন						
৭.২.৫	আপনার ব্যবসায় চাট্টাবাজি কিংবা মশনদের উপদ্রব নেই						
৭.২.৬	উদ্যোগ নীতি প্রনয়নকারী পর্যন্ত আপনার সহজ প্রবেশাধিকার (Access) রয়েছে						
৭.৩	সামাজিক সামর্থ্য						
৭.৩.১	আপনার সামাজিক অবস্থান/গ্রহণযোগ্যতা ভাল						
৭.৩.২	আপনার পণ্য বা সেবা সামাজিকভাবে সমাদৃত/গ্রহণযোগ্য						
৭.৩.৩	নিজ প্রতিষ্ঠানের কর্মীদের সাথে আপনার সম্পর্ক খুবই ভাল						
৭.৩.৪	আপনি লিঙ্গ (নারী-পুরুষ) বৈষম্যের দ্বারা প্রভাবিত (Affected) নন						
৭.৩.৫	আপনার কোন সাংস্কৃতিক প্রভাব (influence) বা গোড়াঁমী নেই						
৭.৪	যোগাযোগ ও প্রযুক্তিগত সামর্থ্য						
৭.৪.১	ই-মেইল, ফ্যাক্স, ওয়েব সাইট আপনার ব্যবসায় অপরিহার্য						
৭.৪.২	উৎপাদন কাজে উন্নত প্রযুক্তি সংগ্রহের সামর্থ্য আপনার রয়েছে						
৭.৪.৩	ব্যবসায় যোগাযোগের ক্ষেত্রে ভাষা আপনার জন্য কোন সমস্যা নয়						
৭.৫	বিপনন ও ব্যবস্থাপনা সামর্থ্য						
৭.৫.১	প্রতিষ্ঠান পরিচালনায় আপনি সরাসরি অংশ গ্রহন করেন						
৭.৫.২	পণ্য বিক্রয় ও বাজারজাতকরণ তদারকি করে থাকেন						
৭.৫.৩	ব্যবসায় পরিচালনায় আপনার যথেষ্ট অভিজ্ঞতা/দক্ষতা রয়েছে						
৭.৫.৪	আপনার প্রতিষ্ঠানের গ্রাহক সেবা সশেষজনক						
৭.৫.৫	আপনার প্রতিষ্ঠান নারী ও শিশু শ্রম বান্ধব						