"TO EVALUATE THE MANAGEMENT COMPETENCIES OF FEMALE ENTREPRENEURS IN DHAKA CITY"

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Abstract— Woman's empowerment is an important part of development for a developing country like Bangladesh. The sustainable development is impossible without including women. At present entrepreneurship is very popular among women in Bangladesh. Due to proper education and knowledge on managing skills women were behind. The aim of this study is to analysis and evaluate competencies practiced by female entrepreneurship. This study is a quantitative in nature. A survey was conducted and a convenient sampling technique was applied to collect data. Variable s for management competencies were taken from literature review and evaluated from the responses of one hundred and thirty-five female entrepreneurs. Variables were motivation skills, liaisons skills, negotiations skills, communication skills, problem solving skills, organizing skills, decision making skills, group dynamics skills, risk management skills, problem solving skills, dedication, innovation and creativity toward work. By observing of entrepreneurs, five point scaled questionnaire is provided to female entrepreneurs of Dhaka city.The result of the study shows that planning skills motivating skills and decision making skills have the positive impact where as he leading skills controlling skills organizing skills liaison skills communication skills, group dynamics skills, risk management skills, problem solving skills are found to be not significant with women entrepreneurship .From this study it is found that responded rated leading skills, controlling skills, organizing skills ,motivating skills ,liaison skills controlling skills ,motivation skills, organizing skills, liaison skills negotiations skills, communication skills, problem solving skills, dedication, innovation and creativity toward work quite high. The results also show a positive significance linear relationship exist between the women entrepreneurship and managing qualities.

Index Terms— empowerment, entrepreneurship, competencies, motivating skills, organizing skills, dedication, innovation and creativity.

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1 INTRODUCTION

Any country vastly relays on entrepreneurship development. Entrepreneurs are unusual in nature they lead their own vision by computing its own way and set their own intonation to it. Nowadays, global focus is on entrepreneurship development. Bangladesh has opportunity to use its human and natural resources which it possesses in business and investment potential through increasing entrepreneurial activities.it is notice able that entrepreneurship development and empowerment are complementary to each other. Bangladesh develop more youth run enterprises which contributes a lot to our national economy. As soon as the idea of becoming entrepreneur become acceptable specially for women in our society the female entrepreneurs has begun their contribution by involving entrepreneurship.

Early study in this field:

entrepreneurship is the practice of creating new venture through sorting our vital opportunities and resources considering risk and rewards (Daft.2008). Entrepreneurship is the essence of free enterprise because the birth of new business gives a market economy its vitality. (Bygrave and Zacharaski,2010). Entrepreneurship essentially consists in doing that are nor generally done in the ordinary cause of business routine. (Schumpeter, no Date) it is the process of creating wealth by bringing together resources in new ways to start a venture that benefits customers and rewards founder for their innovation. (Holt,1993). Entrepreneurship is the capacity for innovation, investment and expansions in new markets, products and techniques. (Leff,1980)

Entrepreneurship Theories Covering Female Entrepreneurship:

Women can use entrepreneurship as a vehicle of making them self-sufficient. Women empowerment depends on taking part in various development activities. In other words, the involvement of women in various entrepreneurial activities has empowered them in social economic and cultural fields in our country. The power of and access to taking decisions has increase for woman in Bangladesh, within as well as outside the family. Yet, women entrepreneurship development varies across rural and urban areas. (Nawaz 2009). They are agent of changes and possess some common entrepreneur traits.

Developing women entrepreneurship is crucial flourish as economically dominant nation in the contemporary high-tech world. Consequently, creation of platforms and networks for entrepreneurial culture are prominent issues globally. (Kalim,2012). Women entrepreneurs encompass approximately 1/3 of all entrepreneurs worldwide. (Wikipedia,2015). The Government of India has defined women entrepreneurs as – "an enterprise owned and controlled by women having a minimum financial interest of 51 percent of the capital and giving at least 51 percent of the employment generated in the enterprise to women." (Goyal and Prakash, 2011 and Wiki answer, 2015). And, entrepreneurship is an idea or vision which some women hold to explore and optimize which could help her create new jobs and economic empowerment among her fellow beings. (Kalim,2012, p,4). Simply, woman entrepreneurship is the practice of starting new organization by woman. The features of women entrepreneurship are

Being an economic agent

Being creative

Taking and bearing Risk

Being Innovative Being Dynamic: Entrepreneurship is a dynamic function. Entrepreneurs thrives on changes in the environment that bring useful opportunities for business. They need to take different dynamic decisions.
(Nawaz, 2009).[iii]
General and Management Capabilities for Developing and Running Entrepreneurial venture:
 As an Entrepreneur he or she have to possess some capabilities which will help to run or develop an entrepreneurial venture. Fast growing, entrepreneurial organizations need employees who regularly demonstrate entrepreneurial companies must work habits. Management of entrepreneurial companies must work diligently to recognize, identify and attract this type of employee during the recruitment process. Those capabilities are-
Self- belief
Ability to handle criticism
Persistence
Ability to deal with risk
Multitasking Ability
Ability to plan.
Communication skills
Marketing skills
Interpersonal skills

2 PROBLEM STATEMENT

2.1 Variables:

In this study variables were there
Planning skills, leading skills, controlling skills, organizing skills, motivating skills, Liaison skills, Negotiation skills, Communication skills, Group dynamics, Personality traits, Risk assuming skills, Decision making skills, Problems solving skills, Creativity and innovation skills, Dedication to work and Decision-making skills.

2.2 RESEARCH QUESTION:

Research work of this study were divided into two parts as below:
PART 1: GENERAL INFORMATION
Name of the Respondents (optional)
Type of Business: □ Manufacturing   □ Retail □ Service   □Others
Please put tick mark (√) in the boxes that best matches with you:
Educational level: □ Below S.S.C   □S.S.C   □H.S.C □Graduate   □Post Graduate
Age (in years):   □ Below 20   □ 20-40   □41-60 □Above 60
Income (per Month):   □0-30000   □31000-50000 □51000-100000   □101000-200000   □Above 200000

Please put tick mark (√) how much you agree with each of the following statements: Where, 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly   Agree

2.4 OBJECTIVES AND AIMS

Population and Study Sample Size: The population of the research is entirely females of Dhaka city. The respondents are best matched who are female entrepreneurs and owner of business .sample size was 135 females and are taken from different parts of Dhaka city.
Sample Selection techniques:
A non-probability sampling design convenient sampling was followed to select the participants. The purpose of using convenient sampling is to the selection of samples. units left primarily to the interviewer and often, respondents are chosen for the reason that they happen in the right place on right time (Malhotra and Das 2013)
Sources of Data: Data are collected from both primary and secondary sources. The secondary data includes information that are collected from different kind of reports, articles, bulletins, published literatures, journals books etc. The primary data are collected through survey on the basis of questionnaire.
Collection of Data: In this study the secondary data are used to identify the problems, to better define the problems, to develop, to approach to the problem, to formulate, an appropriate research design to interpret primary data more insightfully. For this study personal method of survey is used as the respondents were asked and interviewed directly
Data Analysis Strategies: Descriptive statistic (mean and standard deviation), coefficient of correlation and regression have been computed and presented in the table from mean and standard deviation, regression and coefficient of correlation for the different variables have been computed using the SPSS (version 16.0)
Tools and Techniques for Analysis: This chapter reports and presents the results of Pearson Correlation to test the relationship between women entrepreneurship and managing skills, and the results of the regression analyses to test the possible effect of all variables in the independent variables on the dependent variable Descriptive statistics is also use for analysis. The data was then analysed using a statistical package for social scientist (SPSS) version 16.0 to increase the accuracy of the result.

(1)

Regression analysis:

There is a dependent variable that is tried to give explanation with single or more independent variables which are associated with it one of the measure of how well the model explains the data is the R^2 value. Regression analysis allows one independent variables which has another umber attached to it in the regression outcome that is known as P- value or significance level. Generally, variables are accepted with a P-value of less than .05 or .01as significant (IDRE-UCLA,2014).

Regression:

 Regression analysis is used to determine the managing skill has any significant effect towards women entrepreneurship the results are shown in the table:

Table 1.1: Regression Statistic on different Managing skills of women entrepreneurship

Variables	Standardize beta	Sig.
Planning skills (A)	0.221	.019
Leading skills (B)	-.078	.421
Controlling skills (C)	-.046	.625
Organizing skills(D)	.064	.563
Motivating skills (E)	.242	.025
Liaison skills (F)	.068	.533
Negotiation skills (G)	-.369	.000
Communication skills (H)	.013	.899
Group dynamics (I)	.021	.811
Personality traits (J)	-.198	.031
Risk assuming skills (K)	-.078	.482
Decision making skills (L)	.246	.017
Problems solving skills (M)	-.086	.383
Creativity and innovation skills (N)	.197	.075
Dedication to work (O)	.125	.135
R square	.373	.135
F value	4.713	.000

Table 1.1: Regression Statistic on different Managing skills of women entrepreneurship

Table1.2 Descriptive statistics between women entrepreneurship and managing skills

Variables	Number of item	Mean	SD
Planning skills (A)	6	3.4321	.61433
Leading skills (B)	8	4.0704	.34440
Controlling skills (C)	7	3.8360	.32394
Organizing skills(D)	6	3.9728	.44897
Motivating skills (E)	6	3.9988	.43552
Liaison skills (F)	5	4.0993	.35397
Negotiation skills (G)	7	3.9608	.30150
Communication skills (H)	4	3.9130	.40325
Group dynamics (I)	5	3.8948	.27948
Personality traits (J)	8	3.8898	.25049
Risk assuming skills (K)	7	3.6021	.44303
Decision making skills (L)	5	3.7926	.38433
Problems solving skills (M)	4	3.7093	.45220
Creativity and innovation skills (N)	5	3.6504	.55863
Dedication to work (O)	5	4.2178	.42705

Table Table1.2 Descriptive statistics between women entrepreneurship and managing skills

The result of regression analysis shows that a significant (P= 0.000) linear relationship exists between women entrepreneurship and managing qualities. Leading skills (B), Controlling skills (C), Organizing skills(D), Liaison skills (F), Negotiation skills (G), Communication skills (H), Group dynamics (I), Personality traits (J), Risk assuming skills (K), Problems solving skills (M), Creativity and innovation skills (N) and Dedication to work (O) were found to be not significant with women entrepreneurship.

The overall results of the regression analysis show that this model is well constructed and it is will respondents as reflected in the variables selected. The summary table on regression analysis indicated that a r square is 37.3 present. this means that independent variables can explain 37.3 % variation in dependent variables. F value is found to be significant (sig: F=0.000). This concludes that the regression model used in this study is adequate of in other words, the model was suitable.

Descriptive statistics:

Descriptive statistics are used simply to describe quantitively the sample is the study is concerned with Mean and standard deviation are common measures used to describe data. The mean represents the generalization of data and standard deviation is a measure of dispersion and give us a way describe where any given data value is located with respect to the mean (Kessler,2013).

Mean score have been computed weighting the mean scores of all the items. On five-point scale, the managing skills range from 3.43-4.21 indicate that respondents perceived their managing skills are equally important to be a successful entrepreneur.

At this point the mean value more than 3.65 considered to be strongly emphasized by the respondents as managing skills.

6 HELPFUL HINTS

6.1 Correlations Analysis

Correlation analysis is used to find out whether planning skills (A), leading skills (B), controlling skills (C), organizing skills (D), motivating skills (E), liaison skills (F), negotiation skills (G), communication skills (H), group dynamics (I), personality trades (J), risk assuming skills (K), decision making skills (L), problem solving skills (M), creativity and innovation (N), and dedication to work (O), and women entrepreneurship are correlated. Table present result of correlation analysis.

	Women	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Women Pearson correlation	1	.361	.260	.011	.218	.208	.006	.241	.274	.080	.169	.193	.232	.163	.304	.0263
Sig.(2-tailed)		.000	.002	.899	.011	.015	.944	.005	.001	.358	.050	.025	.007	.059	.010	.010
	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135

Table 1.3 Correlation between women entrepreneurship and managing skills

Data Management:
Correlation analysis:
The Pearson co efficient of correlation is most widely used for analysing the degree and direction of relationship between

two variables and the value always lies between ±1(Gupta and Gupta, 2005) and Morgan et all (2004) cited in Siddiqui (2011) stated that

-1.0(a perfect negative correlation)

0.0(no correlation)

+1(a perfect positive correlation)

This study is based on this mechanism. The correlation procedure has been subsect to two tailed of statistical significance at two different levels highly significant (p>0.01) and significant (p<0.05).

Ethics and Human Subjects Issues:

In this study research work surveyed on human being with respecting the ethical value and the respondents responds enthusiastically.

Reliability of the study:

Reliability of instrument of total 96 items was 0. 902.according to Aggarwal (2004) cited in Jasra et al. (2011) the value of Cronbach's Alpha must be greater than 0.60 to be considered reliable.

Timeframes:

Each of the respondent took 30 minutes to respond and to collect all data it took 1 month.

Strengths and Weaknesses of the Study

Scope of the study:

The report is intended to assess the influences of managing capabilities on entrepreneurs. The report is also prepared with the intention of providing of national view regarding whether applying different managing skills have any effect on development of female entrepreneurship. For this purpose, the survey was conducted on one hundred and thirty-five women entrepreneurs from different enterprise and service providing organization in Dhaka city. This study has focused on in what ways women practice those skills.

A brief description of entrepreneurship capabilities affecting new business success and theories and concepts on techniques regarding developing entrepreneurial and management capabilities among male and female entrepreneurs has also been observed in this study.

Limitation of the study:

Although all the possible caution is maintained during planning of study and selection of method and techniques, the study is not free from its drawbacks. The study is confined only in Dhaka City. As a convenient samplings technique used, the study could be suffering from sampling bias and it may not represent the entire population of the country. Certain business may not be represented appropriately in the samples due to regionalization of women entrepreneurships and there is a very possibility of generalizing the result of the study. Furthermore, some finding may not be related to the perception of respondent which may not be representative to predict overall situation of all female entrepreneurs.

Findings:

In this study it was designed to assess whether exercising different managing skills have impact on entrepreneurs. It was also tried to address whether those managing capabilities help women entrepreneurs to achieve business goal. A sample of one hundred and thirty-five women entrepreneurs were chosen for the study using convenient sampling. In the process of answering the basic questions, each of the questionnaire was designed in a closed ended and Likert scales. After the data has been collected it was analysed by using statistical techniques (correlation and regression) and descriptive statistics (mean and standard deviation). based on 135 respondents and survey results acquired from the women entrepreneurs, the major findings of this study are summarized as bellows:

This study found that there are highly significant and positive correlation with the managing skills and women entrepreneurships which means that entrepreneurs are exercising those skills. Again, the correlation between planning skills (A), leading skills(B), organizing skills, motivating skills (E)communication skill (H), risk assuming skills (K), decision making skills (L) problem solving skills(M), creativity and innovation skills(N), and dedication to work (O)and women entrepreneurship is positive and significant consequently, it shows that they are improving both themselves and to achieve the business goals.

Table 4.3 shows that the independent variables explain 37.3%(R square = .373) variation of dependent variable. The results of regression analysis show that a significant (P = 0.000) linear relationship exist between the women entrepreneurs and managing qualities. As shown,

Planning skills (A), Leading skills (B), Controlling skills (C), Organizing skills(D), Motivating skills (E), Liaison skills (F), Communication skills (H), Group dynamics (I), Personality traits (J), Risk assuming skills (K), Decision making skills (L), Problems solving skills (M), Creativity and innovation skills (N), Dedication to work (O) has a significant with female entrepreneurship.

Apendix:

Part II: WOMEN ENTREPRENEURS						
Q#		1	2	3	4	5
1.	I am doing my own business					
2.	This is my full-time profession					
3.	I have invested most of my capital and savings into this					
4.	I'm determined to continue a firm in the future					
5.	Main income source of family is business					
6.	I have a strong passion to do this					
7..	I have very seriously thought in starting firmer					
8.	I prefer to be self-employed rather than work with others					

Planning Skills

Q#		1	2	3	4	5
9.	I have the ability to make the detail plan					
10.	I use my all practical experience and knowledge to make a plan					
11.	My plan is easily understandable					
12.	I am very much visionary about my plan					
13.	I also use theoretical facts to make a plan					
14.	I use relevant and realistic information to make a plan					

B. Leading Skills

Q#		1	2	3	4	5
15.	I am a dominant leader					
16.	I look for a position to have my full authority					
17.	I prefer to have power to make decisions					
18.	I am able to choose my own task					
19.	I want to be my boss					
20.	I look for a position to enjoy independence in work					
21.	I can influence people to do a work					
22.	I can manage the people better					

C. controlling skills

Q#		1	2	3	4	5
23.	I try to match my plan with the actual outcome					
24.	I always try to correct my wrong decision					
25.	I am responsive to other's food suggestion					
26.	I observe others to perfectly control them					
27.	I try to take account my fault					
28.	Other's decision cannot influence me					
29.	I am taking feeding of my work					

H. Communication Skills

Q#		1	2	3	4	5
54.	I can express my idea and plan easily					
55.	I can express myself clearly both verbally and writing					
56.	I have strong reading comprehension skills to understand contracts and other forms of written business communication					
57.	I have also personal appearance and telephone and internet skills					

I. Group Dynamics

Q#		1	2	3	4	5
58.	I am effectively able to develop and manage team					
59.	I am always sincere when working in a team					
60.	I try to combine individual goal with team goal					
61.	I always trust my partner					
62.	I always trust my employee					

D. Organizing skills

Q#		1	2	3	4	5
30.	I have a good managerial skill to evaluate people					
31.	I am very much efficient in delegating task					
32.	I know the appropriate uses of scare resources					
33.	I am a good judge to find perfect people					
34.	I know my and my business's strengths as well as weakness					
35.	I have the coordinating ability					

E. Motivating skills

Q#		1	2	3	4	5
36.	I like to persuade people to do the task					
37.	I would like to make people ambitious					
38.	I always try to encourage people					
39.	I have strong convincing power					

Personality traits

Q#	I am creative	1	2	3	4	5
63.	I am very much vigilant					
64.	When I do my job/task, I am happy with my achievement					
65.	I always believe in my abilities					
66.	If I am given a task by my head, I shall finish it before accepting new task					

Personality traits

Q#	I am creative	1	2	3	4	5
63.	I am very much vigilant					
64.	When I do my job/task, I am happy with my achievement					
65.	I always believe in my abilities					
66.	If I am given a task by my head, I shall finish it before accepting new task					
67.	If I decided to do a certain task, I will do it, nothing can stop me					
68.	I like quick feedback					
69.	I am very much optimistic					
70.	I am creative					

Risk assuming skills

Q#		1	2	3	4	5
71.	I like to take risk					
72.	I like to buy new things/work on new ideas					
73.	I am able to deal with risk					
74.	I have taken risk in the past 6 months					
75.	I am a moderate risk taker after much consideration					
76.	I like to take new challenges					
77.	I want to know the outcome of an action before I try it					

40.	I have the ability to manage team					
41.	I like to use my motivation skill to achieve success in business					

F. Liaison Skills

Q#		1	2	3	4	5
42.	I am very much energetic /enthusiastic in dealing with others					
43.	I respond positively to changes					
44.	I am sensible and trust worthy					
45.	I can raise awareness among people					
46.	I can easily interact people					

G. Negotiation Skills

Q#		1	2	3	4	5
47.	I am able to handle criticism					
48.	I always try to find win-win situation					
49.	I like to manage the conflict					
50.	I always ready to sacrifice					
51.	I would like to dispute resolution					
52.	I always maintain a strong relation with my partner					
53.	I always maintain a strong relation with my employee					

Decision making Skills

Q#		1	2	3	4	5
78.	I have knowledge about the market					
79.	All decision is taken by me					
80.	I always have full information to take effective decision					
81.	I am able to see all the sides of fact					
82	I always evaluate the alternative to choose the best					

Problem solving skills

Q#		1	2	3	4	5
83.	I always try to take initiate to solve a problem					
84.	I take problems as challenges					
85.	I love to deal with problems					

| 86. | I am able to solve problem promptly | | | | | |

Creativity and innovation

Q#		1	2	3	4	5
87.	I always try new thing even though the tasks might be difficult to deal					
88.	I am quick at learning and understanding					
89.	I work as a change agent					
90.	I always try to make diversified and out of the box solutions					
91.	I always try to think something new					

Dedication to work

Q#		1	2	3	4	5
92.	I am workaholic					
93.	I am responsible and sincere about a task					
94.	I am active person and work to the best of my abilities					
95.	I am very much hard working					
96.	I honestly try to do a task					

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