

## Women Entrepreneurship Development - A Case Study of Some Women Entrepreneurs in Chittagong

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**Abstract:** The study on Women Entrepreneurship Development – A Case Study of Some Women Entrepreneurs in Chittagong highlights the characteristic features of both the selected enterprises and entrepreneurs; success and failure of the enterprises; problems faced by the enterprises and their probable solutions. The study reveals that majority of the enterprises were of sole-traderships, engaged mainly in manufacturing, trade and business, service and finance and were of small types. The main sources of financing their initial investment were : owner's personal source and loans from commercial banks, insurance companies, owner's friends, relatives and other financial institutions. The initial investments of as many as 70 percent enterprises had been within the ranges of Tk. 0.10 million to Tk. 10.00 million. It is further revealed that majority of the entrepreneurs were of matured ages with business, trade and manufacturing family backgrounds. Moreover, the vast majority of the entrepreneurs had professional experience of more than two years with educational qualification below graduation. The study also reveals that the vast majority of the enterprises achieved success considering the viewpoints of management efficiency, quality of products/ services, attractive location, skilled workers, creating goodwill etc. The selected enterprises have to face some major problems while establishing, operating and managing their enterprises. These are : lack of institutional loans, adequate entrepreneurial knowledge, congenial law and order situations, formal education and training, adequate government and non-government assistances, congenial working environment, autonomy and freedom; huge credit sales with heavy bad debts; family obstacles etc. The entrepreneurs have suggested some measures to overcome these problems.

**Key words:** Entrepreneurship, development, women, chittagong

### Introduction

Entrepreneurial resource is an important ingredient of economic development of a country like Bangladesh. It is widely recognized that entrepreneurship development may help activating the forces of economic growth in our country. Through the process of entrepreneurship development, it is possible to augment the scope of capital formation, employment generation and facilitate industrialization in a country. Thus, it can be said that entrepreneurship fosters economic growth and development through providing most of the new jobs in our economy; creating new technologies, products and services, changing and rejuvenating market competition and increasing our productivity at national level and thereby increasing our GDP and hence per capita income.

Since entrepreneurship development is a potent instrument of activating the economic development forces; many developed as well as the developing countries of the world are taking steps to develop entrepreneurial skill amongst their people. Like many other developing countries like India, Pakistan, Sreelanka, China, Korea and others; Bangladesh has been working to develop entrepreneurial resources in the country. Various government organizations namely Board of Investment, Bangladesh Shilpa Bank, Bangladesh Shilpa Rin Sangstha, Investment Corporation of Bangladesh, Bangladesh Small and Cottage Industries Corporation, BASIC, Bangladesh Krishi Bank, Nationalized Commercial Banks, BITAC etc and non-government organizations like Grameen Bank, MIDAS, BRAC, Private Commercial Banks, Asha, Proshika etc. have been working side by side to promote entrepreneurial skills of our existing and new entrepreneurs, both male and female.

**Statement of the Problem:** Bangladesh is a country of 135 million people composing approximately 51.5 percent males and the remaining 48.5 percent females. Out of national literacy rate of 30 percent, the share of female was only 16 percent. Thus, vast majority of our woman force are illiterate, poor, ill-fed and socially and economically downgraded; thereby having less empowerment and status as compared to male force. The actual economic power and social status of women in any society, however, depends not on the possession of certain rights and privileges constitutionally; but on the ability and capacity of the women to assert for those rights and to exercise those rights as a matter of fact. But, the extent to which women in a particular society become able to exercise their legal rights is contingent upon their economic power in the society. Existing research also shows that the common denominating factor behind subordinate status of women and their marginal position in the society is economic marginalization and their lack of access to resources which in our legal and social systems are usually controlled by the male members.

The government of Bangladesh, having realized the importance of the role to be played by women in the development of nation, incorporated in the Third Five Year Plan, 1985-90 an elaborate programmes on women development and emphasized the need for women participation in the socio-economic activities of the country. In that Plan, a total sum of Taka 500.00 million was allocated for women affairs sub-sectoral programmes. During that period, around sixty thousand women were given training on the various vocational skills and other human resource development activities and around twenty thousand women were provided with credit facilities for self-employment. In the Fourth Five Year Plan higher importance was given to increase women's participation as beneficiary agents, particularly in education, health and family planning, agriculture, fishery, industry, trade, services, environments and natural resources sectors; to alleviate poverty of the women and young girls living below poverty line, to expand credit facilities for women to enable them to take up employment. The BSCIC also introduced women development programmes for the uplift of economic position of women. In spite of the various facilities offered by the government the number of self-employed women and their enterprises remains negligible in the country.

It is through the self-employment our women would achieve greater economic as well as social autonomy for themselves; thereby would be relieved of family and social oppression by the male. It is now realized that the contribution of women would be definitely accelerate the pace of development to a large extent. It, therefore, becomes essential to create an environment that is congenial to generate more self-employment for women. A good number of women are engaged in the entrepreneurial activities in different parts of the country. It is generally said that women entrepreneurship development is seriously hampered in our country due to a number of problems faced by the enterprises, they own and operate. All these have induced the author to develop the present article which is mainly based on empirical research.

#### **Objectives of Study**

The study mainly aimed at analyzing women entrepreneurship development in the country. To attain this main objective the study covered the following specific objects :

- (i) To examine the characteristics of the selected entrepreneurs as well as the enterprises in which they are engaged;
- (ii) To measure the success or failure of the enterprises, indicating the main reasons thereof;
- (iii) To identify the main problems faced by the entrepreneurs while establishing, operating and management of their enterprises and
- (iv) To suggest probable measures as to overcome those problems.

**Scope and Methodology of Study:** For the purpose of selecting the enterprises; a preliminary survey on total number of 100 enterprises owned and managed by the women was conducted whose results are tabulated below:

**Table 1:Requisite Information of the Enterprises Surveyed**

Name of Sectors	Types of Entrepreneurial Activities	No. of enterprises
A. Manufacturing	Ready made garments	8
	Handicrafts	22
	Fast food	16
	Poultry and Livestock	9
	Tailoring (sewing and embroidery)	15
B. Trade and Business	Retailing-Stationery, Hair dressing, hotels and restaurants, clothing	18
	Wholesaler-g- distributors, distributing agency	2
	Franchising-store type and service type	2
C. Service and Consulting	Transport, engineering and architect, kindergarten school, coaching and day care centre	6
D. Finance	Insurance companies and leasing companies	2
<b>Total</b>	<b>100</b>	

Source : Field Investigation.

For survey purpose, the lists of the enterprises and their owners were collected from the Trade and Commerce Departments under the concerned DC Offices. A total number of 50 enterprises, taking 50 percent surveyed enterprises of each type of entrepreneurial activity under the relevant sector had been taken purposively as the

sample size of the study. The study covered greater Chittagong district namely the urban and sub-urban areas of Chittagong and Cox's Bazar only. The primary data were collected through the direct interview method with the help of a questionnaire, prepared in the light of the objectives of the study and observations made by the author. The interview was conducted with the concerned personnel i.e. owners of the enterprises. The relevant secondary data were collected from the concerned government publications and the various journals. The data were collected during the period of July/2002 to June 2003. The data were processed manually on the basis of which critical interpretations and analyses were made in order to make the study more informative, analytical and useful to the readers.

**Findings and their Analysis:** The findings of the study have been analyzed in the following sub-sections:

**Characteristics of Entrepreneurs:** In order to examine the main characteristics of the selected entrepreneurs, their ages, marital status, educational qualification, previous occupation, religious status, family background and professional experience are studied. Table 1, Appendix shows that the ages of the majority of the entrepreneurs (60%) exceeded 30 years and those of the rest 40 percent entrepreneurs were below 30 years. This implies that the majority of the entrepreneurs had attained maturity in ages; thereby getting enough scope for acquiring entrepreneurial skill. The said table also portrays that majority of the entrepreneurs (64%) were married; 16 percent were unmarried and the rest 20 percent were widow or divorced. This signifies that the majority of the entrepreneurs who were married had to convince mainly their husbands for carrying on entrepreneurial activities. The rest of the entrepreneurs who were either divorced/ widow or unmarried had also to convince their guardians for carrying on entrepreneurial activities. Table-2 exhibits that the vast majority of the entrepreneurs (80%) had educational qualification below graduation and the remaining only 20% of the entrepreneurs possessed educational qualification above graduation. This implies that such low qualification of the majority entrepreneurs reported to act as the barrier for the growth and development of women entrepreneurship in the country. Table-2 also presents previous occupations of the entrepreneurs. It is revealed in the table that 30 percent entrepreneurs were house wives and the remaining 70 percent were engaged in study, service, agriculture and other entrepreneurial activities before starting the concerned entrepreneurial activity. It is to be noted here that of the total only a very small portion of the entrepreneurs (12%) had the experience of other entrepreneurial activities. On the contrary, the overwhelming majority of the entrepreneurs had no experience of any entrepreneurial activity.

Table 3 presents the religious status of the entrepreneurs. The table indicates that the vast majority of the entrepreneurs (72%) were non-Muslims and the remaining 28 percent were Muslims. Again, it is found that nearly 50 percent of the entrepreneurs were Buddhists. All these imply that the non-Muslims, especially the Buddhists have been largely engaged in small entrepreneurial activities in Cox's Bazar and Chittagong districts as compared to people of other religion. Table-4 indicates the family background of the respondents wherein it is observed that majority of the entrepreneurs came from the families, engaged in trade/ business and manufacturing industries. Only 24percent entrepreneurs came from farming families and only 6 percent came from families pursuing other occupations. All these imply that the family backgrounds of the majority of the respondents have been trade/ business and manufacturing industries; thereby getting enough scope for learning such types of entrepreneurial activities from their family members. Table 4 also presents the professional experiences of the respondents, wherein it is noticed that the vast majority of the respondents (84%) had professional experience exceeding 2 years and remaining 16 percent had experience below 2 years. Again, the table portray that about 50 percent of the respondents had professional experience of more than 12 years. This signifies that about 50 percent of the entrepreneurs had quite sufficient professional experiences thereby getting ample opportunities of acquiring professional skills from their respective entrepreneurial activities.

**Table 1: Age and marital status of selected women entrepreneurs**

Age in Years	No. of entrepreneurs	%	Marital Status	No. of entrepreneurs	%
Below 20	5	10	Married	32	64
20-30	15	30	Unmarried	8	16
30-40	8	16	Widow/ divorced	10	20
40-50	16	32			
Above 50	16	12			
Total	50	100		50	100

Source : Field Investigation

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**Table 2: Educational qualification and previous occupation of women entrepreneurs**

Education	No. of Entrepreneurs	%	Previous Occupation	No. of Entrepreneurs	%
Below SSC	10	20	House wife	15	30
SSC	12	24	Study	8	16
HSC	18	36	Service	4	8
Graduate	6	12	Agriculture	3	6
Master Degree	4	8	Tuition	14	28
			Other Entrepreneurial Activities	6	12
	50	100		50	100

Source : Field Investigation.

**Table 3: Religious status of entrepreneurs**

Religious Status	No. of Entrepreneurs	%
Muslim	14	28
Hindu	7	14
Buddhist	21	42
Christian	8	16
Total	50	100

Source : Field Investigation.

**Characteristic Features of the Enterprises:** It is recognized by the academics and researchers that the types, legal form of organization, sources of finance of initial investment of the enterprises and size of initial investments and size of employment in the enterprises revealed the characteristic features of those enterprises. Hence, all these variables revealing the characteristic features of the selected enterprises are examined in this sub-section. Table-5 shows the types of the enterprises wherein it is observed that 70 percent, 22 percent, 6 percent and the rest 2 percent of the total enterprises have been engaged in manufacturing, trade and business, service and consulting and finance respectively. Again, it is noticed that 30 percent, 16 percent, and 8 percent of the total respondents have been engaged in handicrafts and ready made garments, fast food, tailoring and poultry and livestock respectively. Thus, it is seen that of the various types of the enterprises owned and run by the selected entrepreneurs; enterprises engaged in handicrafts and ready made garments topped the list followed by trade/business, fast food and tailoring and poultry and livestock and so on.

Table 6 shows the legal form of organization of the enterprises. The table reveals that sole-tradership form of business occupied the greater majority (64 %) followed by private limited company (14 %), partnership (12%) and the remaining family business (10%) in the selected enterprises. The main reasons for dominance of sole-tradership reported to be the easy formation of the same requiring no legal formality excepting possible declaration of the name as compared to the other forms of business. Table-7 shows the initial investment in the selected enterprises. The table portrays that 50 percent of the enterprises had initial investment below Tk. 3.00 million; 44 percent enterprises had initial investment within the range of Tk. 3.00 to 10.00 million and the rest 6 percent had initial investment exceeding Tk. 10.00 million. From these positions of initial investments of the selected enterprises; these enterprises may be categorized into three groups viz., (i) small, whose investments are below Tk. 3.00 million; (ii) medium, whose investments range within Tk. 3.00 to 10.00 million and (iii) large, whose investments exceed Tk. 10.00 million. Thus, it can be said that 50 percent of the enterprises have been fallen under small; 44 percent have been fallen under medium and the rest 6 percent have been fallen under large.

Table 8 exhibits the sources of finance of the initial investments in the enterprises. It is noticed that all the enterprises used respective owner's personal source in financing their initial investments; loans from commercial banks were used by only 36 percent enterprises; loans from friends relatives and others were used by only 14 percent enterprises; loans from insurance companies were used by only 8 percent enterprises and loans from financial institutions were used by only 6 percent enterprises while financing their initial investments. All these analyses signify that institutional loans, either from commercial banks, insurance companies or financial institutions have comprised just fifty percent of the initial investments of the enterprises.

Table 9 reveals the positions of employees in the selected enterprises. The table portrays that about majority of the enterprises (48 %) have employees not exceeding 30; 36 percent of the enterprises have employees within the range of 30-50 and the remaining only 6 percent have employees exceeding 50.

**Table 4: Family background and professional experience of women entrepreneurs**

Nature of Family	No. of Entrepreneurs	%	Professional experience in Years	No. of Entrepreneurs	%
Farming	12	24	Below 2 Years	8	16
Trade/ Business	-	-	2 - 12	18	36
Service	21	42	12 - 22	17	34
Manufacturing	14	28	22 - 32	4	8
Other Occupations	3	6	Above 32	3	6
<b>Total</b>	<b>50</b>	<b>100</b>		<b>50</b>	<b>100</b>

Source : Field Investigation.

**Table 5: Types of the enterprises**

Sectors	Types of Entrepreneurial Activities	No of Entrepreneurs	%
Manufacturing	Ready made garments	4	8
	Handicrafts	11	22
	Fast food	8	16
	Poultry and Livestock	4	8
	Tailoring (sewing & embroidering)	8	16
Trade and Business	Hotel and Restaurants	2	4
	Hair dressing	3	6
	Stationary Shops	1	2
	Clothing Shops	3	6
	Distributing Agency	1	2
	Franchising as store type	1	2
	Transport	1	2
Service and Consulting	Engineering and Architect	1	2
	School coaching and daycare centre	1	2
Finance	Insurance	1	2
<b>Total</b>		<b>50</b>	<b>100</b>

Source : Field Investigation.

**Table 6: Legal form of organization of the enterprises**

Form of Organization	No. of Enterprises	%
Sole-tradership	32	64
Partnership	6	12
Private Limited company	7	14
Family Business	5	10
<b>Total</b>	<b>50</b>	<b>100</b>

Source : Field Investigation

**Table 7: Size of initial investment in the enterprises**

Size of Investment in million Taka	No. of Enterprises	%
Up to 10	12	24
10 - 20	8	16
20 - 30	5	10
30 - 40	6	12
40 - 50	6	12
50 - 60	5	10
60 - 70	5	10
70 - 80	3	6
<b>Total</b>	<b>50</b>	<b>100</b>

Source : Field Investigation

**Measurement of Success or Failure of Enterprises and Identifying the Main Reasons Thereof:** Entrepreneurship development depends to some extent, on the success of the existing entrepreneurs. In case of success of the

existing enterprises, the entrepreneurs would normally go for expanding the same. On the contrary, in case of the failure of the existing enterprises, there would be no scope for expanding the same. Entrepreneurs' common belief is that the profitability is the criterion of the success or failure of an enterprise. They also believe that besides profitability, goodwill of the enterprises, quality of the products/ services, value of the firm, management efficiency, skilled workers, attractive location, ensuring customers-employees satisfaction also influence the success of the enterprises. In order to measure quantitatively the success or failure of the selected enterprises the researcher needs quantitative data like profits or losses, value of goodwill, value of the firm and number of skilled workers. But, collecting these data was difficult for the researcher to maintaining secrecy of the same by the enterprises. As a result, researcher had to depend on qualitative measurement of the success of the enterprises. In this perspective, entrepreneurs' opinions on the success or failure of their enterprises on the basis of seven point Likart Scale, starting from 'very high success' to 'very high unsuccess' was used. The variables used for measuring the success or failure were : (i) management efficiency; (ii) quality of the products/ services; (iii) attractive location; (iv) skilled workers; (v) ensuring customers-employees satisfaction and (vi) creating goodwill. The responses of the selected entrepreneurs are summarized in Table 10, Appendix.

Table 10 exhibits that from the view point of attractive location, the enterprises achieved the highest success, the average score being 5.66 in the 7-point scale; from the angle of management efficiency, the enterprises achieved the second highest success, the average score being 5.44; from the viewpoint of products'/ services' quality, the enterprises achieved the third highest success, the average score being 5.36; from the angle of skilled workers, the enterprises achieved the fourth highest success, the average score being 5.24; from the angle of ensuring customers' and employees' satisfaction, the enterprises achieved the fifth highest success, the average score being 5.00 and from the viewpoint of creating goodwill, the enterprises achieved the sixth highest success, the average being 4.92. Considering the variable average success of the enterprises, it is seen that the average success score recorded at 5.22 in the 7-point scale.

From the viewpoint of the percentages of the enterprises, the vast majority of the respondents (76%) opined that 'attractive allocation' and 'management efficiency' had contributed to very high, high and average success of their enterprises. On the contrary, the remaining respondents (24%) opined that these two variables had contributed to high and average unsuccess of their enterprises. Again, the overwhelming majority of the respondents (80%) opined that products'/ services' quality reported to contribute very high and average success of their enterprises. On the contrary, the remaining respondents (20%) opined that this variable reported to contribute high and average unsuccess of their enterprises. Again, the variable skilled workers had contributed very high, high and average success of the enterprises, as opined by the overwhelming majority of the respondents (78%); while the remaining 22 percent opined in favor of high and average unsuccess of their enterprises. Again, the two variables ensuring customers' and employees' satisfaction and creating goodwill had contributed to very high, high and average success of the enterprises, as opined by the vast majority of the respondents (72%); while the remaining 28 percent opined in favor of high and average unsuccess of their enterprises. Finally, all the variables taken together, had contributed to the overall success of the enterprises as opined by the vast majority of the respondents (80%); while the remaining 20 percent opined in favor of high and average overall unsuccess of their enterprises.

As to the reasons responsible for the above state of affairs as regards the success of the selected enterprises, the successful entrepreneurs (respondents) were asked to give their opinions. The respondents have identified the following main reasons as to the success of their enterprises :

- (i) Attractive location of the enterprises;
- (ii) Management efficiency;
- (iii) Quality of products/ services;
- (iv) Skilled workers;
- (v) Ensuring customers' and employees' satisfaction;
- (vi) Goodwill of the enterprises;
- (vii) Minimum or no competition;
- (viii) Reliable database and scientific record keeping;
- (ix) Proper knowledge about products/ services market;
- (x) Availability of adequate amount of capital;
- (xi) Hard work, patience and perseverance and
- (xii) Innovation, self-confidence and leadership.

On the other hand, the unsuccessful entrepreneurs have identified the following main reasons for the failure of their enterprises :

- (i) Management inefficiency;
- (ii) Low quality products/ services;
- (iii) Facing cutthroat competition;
- (iv) Lack of proper knowledge about the products'/ services' markets;
- (v) Unattractive location of the enterprises;

Table 8: Sources of finance of initial investment

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**Table 8: Sources of finance of initial investment**

Sources of Finance	No. of Enterprises	%
Personal own source	50	100
Loan from friends, relatives and others	7	14
Loan from Financial Institutions	3	6
Loan from Commercial Banks	18	36
Loan from Insurance Companies	4	8
Total	#	#

Source : Field Investigation

**Table 9: Size of employment in the enterprises**

No. of Employees	No. of Enterprises	%
Up to 10	10	20
10 - 20	8	16
20 - 30	6	12
30 - 40	5	10
40 - 50	18	36
50 - 60	3	6
Total	50	100

Source : Field Investigation

**Table 10: Entrepreneurs' opinions on the success/ failure of the enterprises**

Success Variables	Score on the Success							Average Score
	V.H.U.S	H.U.S.	A.U.S.	N.R.	A.S.	H.S.	V.H.S	
(I) Management efficiency	0 (0)	3 (6)	4 (8)	0 (0)	12 (24)	23 (46)	8 (16)	5.44
(ii) Products'/ Services Quality	0 (0)	4 (8)	6 (12)	0 (0)	10 (20)	24 (48)	6 (12)	5.36
(iii) Attractive location	0 (0)	2 (4)	5 (10)	0 (0)	16 (32)	20 (40)	7 (14)	5.66
(iv) Skilled workers	0 (0)	3 (6)	8 (16)	0 (0)	13 (26)	17 (34)	9 (18)	5.24
(v) Ensuring customers and employees satisfaction	0 (0)	4 (8)	10 (20)	0 (0)	12 (24)	16 (32)	8 (16)	5.00
(vi) Creating goodwill	0 (0)	4 (8)	10 (20)	0 (0)	14 (28)	16 (32)	6 (12)	4.92
Variable Average	0 (0)	3 (6)	7 (14)	0 (0)	13 (26)	20 (40)	7 (14)	5.22

Note : (i) While calculating average score, weights have assigned as : V.H.U.S from V.H.S.7;

(ii) VHS = Very High Success; HS = High Success; AS = Average Success; NR = No

Response; AUS = Average Unsuccess; HUS = High Unsuccess and VHUS = Very High Unsuccess.

Source : Field Investigation

(vi) Lack of reliable database and scientific record keeping;

(vii) Shortage of skilled workers;

(viii) Lack of innovation, self-confidence and leadership;

(ix) Extending credit sales injudiciously/ unreasonably and

(x) Obsolete production technology, machine breakdown etc.

**Problems of the Enterprises:** The enterprises of all categories viz., small, medium and large usually face some problems while managing their business, as opined by the concerned entrepreneurs. In some research studies, the problems faced by the small industries and business enterprises were pointed out. In one study, it is pointed out that the women in small business faced the problems like difficulty in getting loans; lack of knowledge about marketing; prevailing notions about women's ability; lack of education and training; lack of freedom etc. In another study, it is indicated that the small business enterprises suffered from some important problems viz., paucity of educated and skilled entrepreneurs, lack of finance and assistances, lack of proper maintaining accounting records,

Table 11: Importance scale on the problems faced by the enterprises

Sr. No.	Specific Problem	Importance Scale					Average Score
		Very Unimportant	Average Unimportant	No Response	Average Important	Very Important	
1.	Lack of institutional loans	0 (0)	0 (0)	0 (0)	22 (44)	28 (56)	4.56
2.	Lack of adequate entrepreneurial knowledge	0 (0)	0 (0)	2 (4)	20 (40)	28 (56)	4.40
3.	Lack of formal education and training	0 (0)	4 (8)	4 (8)	20 (40)	22 (44)	3.96
4.	Absence of government and non-government assistances	0 (0)	3 (6)	5 (10)	22 (44)	20 (40)	3.88
5.	Lack of congenial working environment	0 (0)	6 (12)	4 (8)	18 (36)	22 (44)	3.88
6.	Lack of freedom	4 (8)	6 (12)	2 (4)	20 (40)	18 (36)	3.72
7.	Credit sales and irrecovery of bad debts	4 (8)	8 (16)	4 (8)	18 (36)	16 (32)	3.44
8.	Frequent changes in government policies	5 (10)	10 (20)	0 (0)	21 (42)	14 (28)	3.58
9.	High rate of contributions and donations	6 (12)	9 (18)	8 (16)	15 (30)	12 (24)	2.88
10.	Uncongenial law and order situations	0 (0)	0 (0)	0 (0)	32 (64)	18 (36)	4.36
11.	Family obstacles	4 (8)	6 (12)	9 (18)	19 (38)	12 (24)	3.04

[N.B. (i) Figures in the parenthesis indicate percentage position. (ii) While calculating average score, weightage has been given starting from 1 for very unimportant to 4 for very important. No response has been excluded from calculation.]

Source : Field Investigation

credit sales and irrecovery of bad debts etc. In another study, it is pointed out there existed a number of problems of development of small entrepreneurship in Bangladesh, of which the major ones were : inadequate entrepreneurial information; insufficient knowledge and training; inability to forecast demand, inefficiency of management; lack of proper knowledge on quality control; inability to match with sophisticated technology etc.

With a view to know the problems faced by the selected women entrepreneurs while establishing, operating and managing their business; they were asked to mention the major problems on the basis of 5- point Likart scale, starting from 'very unimportant' to 'very important'. Their responses have been summarized in Table 11, appendix. From the importance of the problems as assigned by the selected entrepreneurs; the problem : lack of institutional loans ranks first, the average score being 4.56 followed by the problem : lack of adequate entrepreneurial knowledge; the average score being 4.40; the problem : uncongenial law and order situations, the average score being 4.36; the problem : lack of formal education and training, the average score being 3.96; the problem : lack of congenial working environment in the enterprises, the average score being 3.88; the problem : absence of government and non-government assistances, the average score being 3.88; the problem : lack of freedom, the average score being 3.72; the problem : frequent changes in government policies, the average score being 3.58; the problem : credit sales and irrecovery, the average score being 3.44; the problem : family obstacles, the average score being 3.04 and the problem : high rate of contributions and donations mainly to political parties, the average score being 2.88. All the figures of average scores of the problems signify that all the above mentioned problems were the major ones and hence significant since their average scores vary from as many as 2.88 to 4.56 in the 5-point scale.

The percentage-wise analysis of the selected entrepreneurs as regards the problems and their importance is also essential here. The table depicts that 100 percent, 96 percent, 84 percent, 84 percent, 80 percent, 76 percent, 70 percent, 68 percent, 62 percent and 54 percent of the respondents mentioned the problems : lack of institutional loan; uncongenial law and order situations; lack of adequate entrepreneurial knowledge; lack of formal education and training; absence of government and non-government assistances; lack of congenial working environment in the enterprises; lack of freedom; frequent changes in government policies; credit sales and irrecovery of bad debts; family obstacles and high rate of contributions of and donations to the political parties respectively as the very important and average important ones. On the contrary, 8 percent, 6 percent, 12 percent, 12 percent, 16 percent, 20 percent, 18 percent and 12 percent of the respondents mentioned the problems : lack of formal education etc., absence of government and non-government assistances; lack of congenial working environment; lack freedom; credit sales and irrecovery of bad debts; frequent changes in government policies; high



rate of contributions and donations and family obstacles respectively as the average unimportant ones. Again, 8 percent, 8 percent, 10 percent and 8 percent of the respondents mentioned the problems : lack of freedom, credit sales and irrecovery of bad debts, frequent changes in government policies and family obstacles respectively as the very unimportant ones. Lastly, 4 percent, 8 percent, 10 percent, 8 percent, 4 percent, 8 percent, 16 percent and 18 percent of the respondents gave no response as regards the problems; lack of adequate entrepreneurial knowledge, lack of formal education and training, absence of government and non-government assistances, lack of congenial working environment, lack of freedom; credit sales and irrecovery of bad debts etc., high rate of contributions etc. and family obstacles.

**Probable Measures to Overcome Problems:** The selected entrepreneurs were asked to suggest the probable measures as to overcome their problems. Their suggestions are as follows :

- (i) Institutional loans should made available to the entrepreneurs according to their needs;
- (ii) Adequate entrepreneurial knowledge should be provided to the entrepreneurs through formal education and training;
- (iii) Law and order situations of the country should be improved as early as possible;
- (iv) Government and management assistances in the form of finances and various services need to be ensured;
- (v) Working environment in the enterprises needs to be improved as early as possible;
- (vi) Government should take proper steps so that women entrepreneurs should have complete freedom and autonomy in their works, in particular and their society, as a whole;
- (vii) Various government policies vi., taxation policy, tariff policy, import-export policies etc. should not be changed frequently; rather these should be made consistent for some years say 3/ 5 years;
- (viii) Credit sales should be extended following the principle of credit policy i.e. moderate credit policy and proper steps should be taken by the relevant enterprises to collect outstanding dues;
- (ix) Political contributions and other types of disturbances by the so called political leaders need to be stopped by passing necessary laws in the parliament and
- (x) Family obstacles to the women entrepreneurs in the forms of discouragement by the members of the family, direct interference by the members of the family, under assessment of the ability of the women entrepreneurs by the male members etc. need to be stopped as early as possible.

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