

Exploring The Correlation Between Different Dimensions of Entrepreneurial Skills Among Women Entrepreneurs in Bengaluru

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Abstract

The present study explored the correlation between different dimensions of entrepreneurial skills among women entrepreneurs in Bengaluru, aiming to identify patterns and interrelationships that can inform policy-making, training programs, and support mechanisms tailored to the needs of women in the MSME sector. The research employed a quantitative approach, using structured questionnaires to collect data and statistical tools to analyze the relationships among Entrepreneurial Skills dimensions such as Professional Skills, Management Skills, Opportunity Skills, Strategic Skills and Networking Skills. A simple random sampling method was employed to select women entrepreneurs operating in various sectors across Bengaluru. A total of 500 structured questionnaires were distributed through a self-administered survey, out of which 447 valid responses were received and used for further analysis. The data were analyzed using SPSS software version 21, Correlation Coefficient analysis to test the relationships among key variables. The findings revealed a strong and positive correlation between various dimensions of Entrepreneurial Skills (Professional Skills, Management Skills, Opportunity Skills, Strategic Skills and Networking Skills).

Keywords: Entrepreneurial Skills, Women Entrepreneurs, MSME.

1. Introduction

In recent years, women entrepreneurs have emerged as a dynamic and vital force within the Indian economy, particularly in the Micro, Small, and Medium Enterprises (MSME) sector. As Bengaluru continues to evolve into one of India's most prominent entrepreneurial hubs, it offers a unique landscape for women-led businesses to thrive. Despite increasing participation, the success and sustainability of women entrepreneurs remain influenced by a wide array of entrepreneurial skills that are often interdependent and complementary in nature. Entrepreneurial Skills such as Professional Skills, Management Skills, Opportunity Skills, Strategic Skills and Networking Skills are critical for identifying opportunities, navigating business challenges, and achieving long-term growth. However, limited research has examined how these skills relate to and reinforce one another, particularly in the context of women entrepreneurs operating within MSMEs. Understanding the correlation among these dimensions is essential to designing targeted training programs, mentorship initiatives, and policy frameworks that

can effectively empower women in business. This study seeks to explore the correlation between different dimensions of entrepreneurial skills among women entrepreneurs in Bengaluru. By doing so, it aims to provide empirical insights into how certain skills complement or influence the development of others and how these interrelationships impact entrepreneurial performance and resilience. The findings will not only contribute to academic literature but also offer practical implications for entrepreneurship development programs, government schemes, and support systems aimed at fostering inclusive economic growth through women-led enterprises.

Problem Statement

While the number of women entrepreneurs in Bengaluru's MSME sector has grown significantly, many still face challenges in sustaining and scaling their businesses. Entrepreneurial success is often linked to a combination of key skills such as leadership, innovation, financial literacy, communication, and risk-taking ability. However, these skills do not function in isolation they are interconnected and may influence one another in complex ways. Despite the recognized importance of entrepreneurial skills, there is a lack of empirical research that explores how different skill dimensions relate to each other, particularly among women entrepreneurs in an urban and competitive environment like Bengaluru. Most existing studies focus on individual skills or barriers faced by women, without examining the internal relationships between these competencies. This gap in understanding limits the effectiveness of training programs, policy interventions, and support systems intended to develop holistic entrepreneurial capabilities. Therefore, this study seeks to investigate the correlation between various dimensions of entrepreneurial skills among women entrepreneurs in Bengaluru, to better inform targeted skill development strategies and support mechanisms.

Literature Review

S. John Kaviarasu et al. (2018) concluded that only a small sizable number of women from urban middle class have benefitted from the government sponsored development activities. Just enacting laws is not sufficient, but sustainable plans are to be done to effectively provide entrepreneurial related awareness, training, and skill development programmes to the aspiring women entrepreneurs. At the next level, it is a must that women entrepreneurs ought to be equipped with entrepreneurial traits and skills which can facilitate them to meet changes in trends and understand the challenges of global markets, and strive for excellence in the entrepreneurial arena.

Dr. Sarika Srivastava (2020) study clearly shows that Micro, Small and Medium Enterprise (MSME) sector has emerged as a very important segment which is contributing significantly to employment generation, innovation, exports, and inclusive growth of the economy. The reason is that the MSME sector has the ability to make cost effective products and government is also providing full support to boost up this sector. Currently MSME's share in national GDP is about 29% and is projected to touch 50% by 2024. With its inherent strengths, powerful infrastructure and strong positioning at national and international level, Gujarat has very clear vision for developing MSME sector and there is no doubt in accepting the fact that Gujarat also has a status of favoured global investment destination. Conducive business environment with ample growth opportunities, good infrastructural facilities, better road connectivity, largest coastline, supportive government initiatives and increasing ease of doing

business ranking makes Gujarat a promising state in the country to ensure the development of MSME sector in line with the economic development policies of central government. It can be said that MSME sector needs more attention like any other large industrial units and it would certainly help India to become economic powerful nation among all countries of the world.

Richa Shelly et al. (2020) concluded that the growth of MSME sector is higher than industrial sector in 2006-2007, 2007-2008, 2013-2014, 2014-2015 and 2015-2016. The growth of MSME sector in 2008-2009 is 10.3% which declined to 4.4% in 2011-2012 due to the adverse impact of global economic crisis of 2008-2009. The share of MSME sector has increased in Indian GDP during 2006-2007 to 2012-2013 but no steep increase has been seen in this period. Further, share of MSME in GVA is more as compared to GDP during 2011-2012 to 2016-2017. The share of MSME in GVA and GDP has declined over the period of time but marginal decline has been seen. Employment generation and number of working enterprises have shown rising trend during 2006-2007 to 2015-2016. The Compound Annual Growth Rate (CAGR) of working enterprises is higher with 6.43% than employment generation with 3.63%. The number of working enterprises has increased at higher rate than the jobs created in MSME sector of India. The share of MSME sector ranges between 40 to 50% which constitute significant portion of total exports of India. In 2016-2017, the total number of green jobs generated by MSME sector is 228.76 lakh persons. During 2006-2007 to 2016-2017, the number of green jobs has increased but at slow pace and the share of khadi and village industry is about 60%, sericulture industry about 37% and coir industry about 3% over the period of time. In all the years, share of khadi and village industry is the highest followed by sericulture industry and coir industry in green jobs generation of MSME sector. The growth of green jobs generation has increased in MSME sector and its sub-sectors but at slow pace as CAGR in all the categories is <5%. CAGR in Coir industry is very low i.e. almost close to 1%. To conclude, MSME sector is the significant contributor in GDP, employment generation, total exports, achieving SDGs and green development which in turn act as backbone of the Indian economy.

Rizwan Ullah Khan et al. (2021) revealed that internal factors including self-confidence, risk taking, and need for achievement, and external factors including economic and sociocultural factors have a positive and significant impact on women entrepreneurs' success in Pakistan. So, our findings support the previous studies results in both developed and developing economies such as Azmi (2017), Abd Rani and Hashim (2017), and Muhammad et al. (2017) suggested that women entrepreneurs internal behavior self-confidence and motivational force enhance the competitive advantage; these capabilities help them to become a successful women entrepreneur. On the other hand, some other researchers (Hasan & Almubarak, 2016; Muhammad et al., 2017) suggested that external factors also influence women entrepreneurs' success. While, our study is different from developed economies finding because they (Bastian, Sidani, & El Amine, 2018; Laudano, Zollo, Ciappei, & Zampi, 2018) suggested that these factors cannot significantly enhance women entrepreneurs' success. The "need for achievement" factor has a positive and significant impact on women entrepreneurs' success. So, our findings are consistent with previous studies (Chuluunbaatar et al., 2011; Mahadalle & Kaplan, 2017; Ehman et al., 2017) who suggested that women entrepreneurs who have a high level of motivation can succeed during the business.

Srabanti Dey Orthy (2022) revealed that women all around the world are expected to care for their homes as well as run a successful company, according to an unspoken norm. Finding the perfect balance between them is critical, but sadly, in our society, women are expected to prioritize their

families over their careers. When it is said that men and women have equal rights in all cases, then men should have equal responsibility in the field of duties and in household chores like women. Another big stumbling block for female entrepreneurs is a lack of mentors and advisers. According to a poll, 48 percent of female entrepreneurs say their professional advancement is hampered by a lack of mentors and advisers. In a world where high-level business is controlled by males, it might be difficult for women to flourish in their fields unless they have someone to teach them the way. Counselors should come forward to encourage women and make them successful entrepreneurs.

Abhilasha Patel and Dr. Bhawana Rewadikar (2024) study was an endeavour to assess the current scenario of women entrepreneurs in the MSME sector. The findings of the study shows that the share of women owned MSMEs is 20.37% in India whereas share of male owned MSMEs is 79.63%, which reflects the male dominance in MSME sector. In comparison in female owned MSMEs West Bengal has the largest share of 23.42% of women owned MSMEs. The MSMEs has grown over time but there is still need to work to increase the contribution of female entrepreneurs in the sector.

Sridhar A N and Dr. Sudha (2025) focused on the most important determinants of SME performance in Bangalore, i.e., Entrepreneurial Aspect, Innovativeness, and Human Resource Management. The aim was to evaluate their influence and offer insights on how to improve SME success. A quantitative approach was used, applying multiple regression analysis to data gathered from 200 SMEs. The findings showed that Entrepreneurial Aspect exerts the highest positive influence, followed by Innovativeness and Human Resource Management, all of which are statistically significant. The model explains 40.7% of the variance in performance, validating the significance of these determinants. No multicollinearity was found, ensuring the trustworthiness of the findings. The research concluded that the acquisition of entrepreneurial skills, innovation, and successful HR management is particularly important for SME growth. Other external and internal determinants can be explored in future studies.

Objectives of the Study

1. To identify and categorize the key dimensions of entrepreneurial skills exhibited by women entrepreneurs in Bengaluru.
2. To examine the correlation between different dimensions of entrepreneurial skills in order to understand how these skill sets are interrelated.

Methodology

The study is basically an empirical one based on data gathered from the Women Entrepreneurs in Bengaluru. A simple random sampling method was employed to select women entrepreneurs operating in various sectors across Bengaluru. A sample of 447 respondents has been chosen for the purpose of the study. The primary data was gathered using the questionnaire method administered by a prefixed schedule in person with each respondent. For this study, the researcher used a well-structured questionnaire to collect the data from the respondents. The questionnaire related to various dimensions of Entrepreneurial Skills (Professional Skills, Management Skills, Opportunity Skills, Strategic Skills and Networking Skills). The researcher used Correlation analysis to identify the relationship among various dimensions of Entrepreneurial Skills. IBM SPSS 21 version was used for statistical purpose.

Results and Discussions

Relationship among dimensions of Entrepreneurial Skills

In this study, Entrepreneurial Skills consists of five factors that measure Professional Skills, Management Skills, Opportunity Skills, Strategic Skills and Networking Skills.

H₀: There is no relationship among various dimensions of Entrepreneurial Skills.

Table 1
Relationship among dimensions of Entrepreneurial Skills

Entrepreneurial Skills	Professional Skills	Management Skills	Opportunity Skills	Strategic Skills	Networking Skills
Professional Skills	1	0.423**	0.232**	0.207	0.062**
Management Skills		1.000	0.271**	0.151**	0.178
Opportunity Skills			1.000	0.039**	0.093**
Strategic Skills				1.000**	0.316**
Networking Skills					1.000**

**Correlation is significant at the 0.01 level (2-tailed).

The above table revealed several significant relationships between the different dimensions of entrepreneurial skills among women entrepreneurs in Bengaluru. Notably, professional skills showed a moderate positive correlation with overall entrepreneurial skills ($r = 0.423^{**}$), indicating that women with stronger professional capabilities tend to exhibit higher levels of entrepreneurial competence. Professional skills also demonstrated weak but significant correlations with management skills ($r = 0.232^{**}$) and opportunity skills ($r = 0.207$), suggesting that while related, these areas develop somewhat independently. The correlation between professional skills and strategic skills was very weak ($r = 0.062$), indicating minimal association. Management skills were moderately correlated with opportunity skills ($r = 0.271^{**}$) and weakly correlated with both strategic skills ($r = 0.151^{**}$) and networking skills ($r = 0.178$), implying that effective management is somewhat supported by an entrepreneur's ability to recognize opportunities and maintain networks. Meanwhile, opportunity skills exhibited very weak correlations with both strategic skills ($r = 0.039^{**}$) and networking skills ($r = 0.093^{**}$), suggesting these dimensions may function more independently within the entrepreneurial skill set. Finally, a moderate positive correlation was observed between strategic skills and networking skills ($r = 0.316^{**}$), indicating that women entrepreneurs who are more strategic also tend to be better networked. Overall, the findings highlight the interconnected nature of certain entrepreneurial skill dimensions particularly between

professional, management, and strategic skills while also showing that others, such as opportunity skills, may be influenced by different factors or develop separately.

Conclusion

The present study aimed to explore the correlation between various dimensions of entrepreneurial skills among women entrepreneurs in Bengaluru. Based on the analysis of 447 valid responses, the findings revealed several statistically significant relationships among key entrepreneurial skill areas, including professional, management, opportunity, strategic, and networking skills. The results highlight that professional and management skills are more strongly correlated with overall entrepreneurial capabilities, suggesting that these areas form the foundation of successful entrepreneurship among women. Additionally, strategic and networking skills also demonstrated a moderate correlation, implying that long-term planning is often supported by effective networking practices. However, opportunity skills showed relatively weaker correlations with the other dimensions, indicating that the ability to identify and act upon business opportunities may function more independently or be shaped by external market factors rather than internal skill development alone. Overall, the study underscores the interconnected yet distinct nature of entrepreneurial skill dimensions. These insights can help policymakers, educators, and support organizations design more targeted training and capacity-building programs to enhance specific skill sets among women entrepreneurs, particularly in the MSME sector. Strengthening professional, management, and strategic competencies, along with fostering networking opportunities, may significantly contribute to empowering women entrepreneurs and improving the overall entrepreneurial ecosystem in Bengaluru.

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