



Munich Personal RePEc Archive

**The Relationship between Societal  
attributes, Feminine Leadership  
Management Style: Responses from  
Pakistan's Urban Region Female-Owned  
Businesses**

Faizan, Riffat and Haque, Adnan ul

Open University of Switzerland, University of Wales Trinity Saint  
David

31 May 2016

Online at <https://mpra.ub.uni-muenchen.de/73497/>

MPRA Paper No. 73497, posted 06 Sep 2016 21:49 UTC

**The Relationship between Societal attributes, Feminine  
Leadership & Management Style: Responses from Pakistan's  
Urban Region Female-Owned Businesses**

Riffat Faizan (Corresponding author)

Department of Business and Management, Open University of Switzerland,  
Zurich, Switzerland, EU

Tel: +1 (647) 761-9535 E-mail: riffat.faizan@abms.email

Adnan ul Haque

University of Wales Trinity Saint David

11 Winchester Road, Oval, SW9 6EJ, London, UK

Tel: +447578332424 E-mail:1404446@student.uwtsd.ac.uk

Received: 2016-05-24

Accepted: 2016-06-30

Published: 2016-08-31

# **European Journal of Business and Management**

**Vol 8. No. 23. August 2016.**

**ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)**

## **The Relationship between Societal attributes, Feminine Leadership & Management Style: *Responses from Pakistan's Urban Region Female-Owned Businesses***

**By Riffat Faizan (Open University of Switzerland, & SRIBP), &**

**Adnan ul Haque (University of Wales Trinity Saint David & SRIBP)**

### **Abstract**

Research paper investigates various societal attributes including; male employees' performances, living standards, level of poverty, and employment opportunities in relation with feminine leadership and style of management in urban regions of Pakistan's SMEs and Cottage Industries. 'Socio-Anthropological Paradigm' undertaken for exploring research variables. Epistemology under Post-positivism philosophy is used. Moreover, considering mixed method, 4 points Likert scale survey questionnaire and open ended interviews are used as research instruments for data collection. The survey sample size contains 37 female entrepreneurs and interviews with 30 male employees working under feminine leadership and style of management through quota, stratified, and convenience sampling in Pakistan's five urban regions.

The results confirmed positive relationship between feminine leadership and management style and various societal attributes. Furthermore, male varying performances are due to situational commitment. Moreover, in male dominated society, cultural barriers and lack of governmental support is limiting the female entrepreneurship to urban regions.

**Keywords:** *Female Entrepreneurs; Feminine leadership, Feminine style of management; SMEs in developing countries; Obstacles faced by female entrepreneurs; Societal attributes;*

**Introduction:**

The most fundamental element of an economic growth is the effective role of entrepreneurship, particularly entrepreneurs with small scale enterprises who strategically configure commercial and industrial opportunities. These entrepreneurs cannot be over looked due to their successful exploitation of market opportunities and continuous contribution (Garga & Bagga, 2009). The major contributor to Pakistan's economic growth is its female entrepreneurs, as they are actively contributing to employment generations. In year 2003-2004, the female participation rate in Pakistan's agricultural industry increased to 15.9 percent in comparison to the past's 4.3, which is the highest in South Asia (Afza, Hassan & Rashid, 2010). Thus, the reality of female entrepreneurship cannot be further argued however, country's 10% of educated females are entrepreneurs (Azfa et al, 2010).

In Pakistan's 200 million populations, females constitute half of the population at present and play a critical role in its human workforce (Mirza, 2014). However, since the country's established, the full potential of its female population has not been recognized in its entirety. Pakistan's female population has been highly committed and enthusiastic, contributing to the economic development as doctors, engineers, journalists, social workers and professors, most importantly as entrepreneurs (ibid). Worldwide, Pakistan's female employment rate has declined by 9% in 2012 (ibid). One of the fundamental reasons for female entrepreneurs to face challenge is Pakistan's conservative patriarchal society that restricts the women to accomplish complete integration into private as well as government sector. Some of the challenges female entrepreneurs experience is inadequate recognition, lack of mobility and ignorance of opportunity and dominantly the women's societal perception as a lower status gender. Regarding women economic cooperation, Pakistan ranks in bottom five nations. On the scale female's economic participation globally, Pakistani female ranked 134 out of 135 (Husain, 2012).

The women empowerment and small scale enterprise are evident indicators of region's economic growth. In Pakistan large majority of female are engaged in the agricultural as well as informal economic sectors; female constitute about 80% of Pakistan's agricultural labour (Azfa et al, 2010). Moreover, females are making vital contribution to their household and community at large, specifically in the areas that are in economic distress. Therefore, the aim of the current study is to examine female's diverse economic roles and contributions towards the economic growth.

In present decade, the fundamental concern for Pakistan is unemployment and Economic disparity (Mahmood, Sohail, Khalid, & Babak, 2012). The existence of vital issues such as political instability, war against terrorism, economic calamity, government's inability to monitor its resources are some of the vitals sources of impacting its economic activities.

Researchers, academics and policymakers alike agree that one of the vital routes to enhanced economic development is entrepreneurship for both; developing and developed economies (Zealelem, Temtime, Chinyoka, & Shunda, 2004; Mahmood et al, 2012). It is crucial to be responsive to the notion of entrepreneurship and its policy; a swiftly-evolving segment of policy regarding which limited information is identified. In Pakistan, for its economic development enhancement to an elevated extent should be undertaken through policy movements (Lundstrom & Stevenson, 2005). Entrepreneurship being an organizational level phenomenon has its focus on innovation, pro-activeness and risk-taking (Miller, 1983; Mahmood et al, 2012). The past entrepreneurship definitions also emphasis on the entrepreneur's willingness undertakes deliberated business-associated risks (Brockhaus, 1980; Mahmood et al, 2012). Moreover, this indicates that the absence willingness to take risks can be perceived as an obstacle to entrepreneurship.

### ***1.1 Statement of Problem:***

There is no previous study that has investigated the impact of the female entrepreneurs' management and leadership style on the different attributes of the male dominated society of Pakistan. In addition to that, the relationship of various features of society including; employment opportunities, living standards, and poverty with feminine leadership and style of management as female entrepreneurs is not being investigated in the developing part of the world, specifically in Pakistan where there is strong male domination and religious extremism in certain parts of the country. There are different societal constraints that are faced by female entrepreneurs in starting their own SMEs and cottage industries in comparison to male entrepreneurs. Moreover, there is low governmental support for female entrepreneurs.

Gender gap, lack of capital availability, and cultural constraints are some of the key factors affecting female entrepreneurship in Pakistan. In addition to that, the performance male employees under female entrepreneurs are still not explored in depth as there is no concrete evidence for lower or higher

performance demonstrated by male dominated workforce under female entrepreneurs thus gender's influence affected by female management and leadership style is yet to be investigated.

### ***1.2 Research Objectives:***

The current study has various objectives:

- To identify the various obstacles faced by female entrepreneurs in setting up SMEs and Cottage Industries in Pakistan.
- To critically examine the impact of the women's entrepreneurial style of management and leadership in SMEs and Cottage Industries on the performance of male employees.
- To determine the influence of female entrepreneurs' undertakings in creating employee opportunities, reducing level of poverty, and improving living standards in the urban areas with high crime rate.
- To examine the relationship between feminine leadership and style of management and improved economic societal structure.

### ***1.3 Research Question:***

The present paper investigates the women's entrepreneurial style of management and leadership in the urban areas' SMEs and Cottage Industries. In order to establish the relationship with different societal attributes including; employment opportunities, living standards, level of poverty and employees' own performance. Since, Pakistan is a male dominant society therefore the male represents the large portion of workforce. In addition to that, women entrepreneurs face serious obstacles in running businesses. Hence, in this study the impact of women's entrepreneurial style of management and leadership on the economic improvement in society's structure. In the light of above explanation, the research question for this study is as following:

***What are the impact of various societal attributes in the urban areas of Pakistan on the female entrepreneurial style of management and leadership?***

### ***1.4 Research Hypotheses:***

The present research has following hypotheses:

**HoA:** The male employees' performances are not significantly affected by the feminine leadership and style

of management in SMEs and Cottage Industries.

**HoA'**: The male employees' performances are significantly affected by the feminine leadership and style of management in SMEs and Cottage Industries.

**HoB**: The level of poverty in the urban is not significantly affected by the feminine leadership and style of management.

**HoB'**: The level of poverty in the urban is significantly affected by the feminine leadership and style of management.

**HoC**: The feminine leadership and style of management play no significant role in creating employment opportunities in urban areas with high crime rate.

**HoC'**: The feminine leadership and style of management play significant role in creating employment opportunities in urban areas with high crime rate.

**HoD**: There is no relationship between improved living standards of people in the urban areas and feminine leadership and style of management.

**HoD'**: There is no relationship between improved living standards of people in the urban areas and feminine leadership and style of management.

### ***1.5 Significance of Research:***

In Pakistan, as a study area, the extent of female entrepreneurs' contribution is not understood completely and therefore, the current research paper shed light on the above relevant question. There is no specific research conducted in Pakistan previously that has considered the societal attributes in relation with the feminine leadership and style of management. Thus, this research is significant in enhancing the body of knowledge related to the research topic.

Moreover, this study serves a strong foundation for gender employment longevity in the developing country. Furthermore, the contribution of female entrepreneurs at no cost can be ignored at national level because it does contribute towards the improving GDP of Pakistan. There is significant incline evident in the representation of female entrepreneurs in Post Marshal Law (President Pervaiz Musharaf's regime). With the democratic setup in the country, there has been increase in the female entrepreneurs thus it is essential to examine their role in the improvement and development of society. In addition to that, study serves

managerial literature for the SMEs and Cottage Industries governed by female entrepreneurs as it offers the solutions to improve working efficiencies.

### **Literature Review:**

The highly fundamental issue of present day humanity is the economic growth; both at domestic and international level, with the shifting trend in periods of growth and recession (Ailenei & Mosora, 2011). The human progress concerns have emerged as vital concern for economic growth. World's nation excels through their economic achievements and growths. Though economic expansion has been inclining through the modern history, there are distinctive living standards across the globe through economic development. For instance, the economist have observed that in international arena such as, France, United States and Germany to exceed in the countries Kenya, Bangladesh and Nigeria by factor of 20 (ibid).

It is significant to comprehend the distinction between economic development and economic growth. The term economic growth denotes the enhancement of the diverse cumulative macroeconomic indicators; whereas, greater economic development consists of diverse cognitive dimensions. Furthermore, it is vital to comprehend that "the concept of the development must be views as multidimensional process that consists of significant shifts in the social structure, in individual's approaches and national institutions, by accelerating the economic growth, the reduction of inequality and poverty eradication (ibid).

Through this viewpoint, thus, the initial mode's failure in defining the developing countries' economic growth is explained. One of the most effectual tool for eliminating poverty is entrepreneurial development, which further contributes to sustainable growth; as perceived by Mordi, Simpson, Singh, and Okafor (2010), there are evident shifts in the traditional role of women in their families, resulting in a functional settings family configuration, which further empower females to undertake greater functional and practical roles within the society. Despite the emerging changes, the acknowledgment of females' potential and emergence as vital contributor to the economic growth remains absent, particularly their active contribution in small and medium scale enterprises (SMEs). Moreover, female entrepreneurs are inclined despite their lack of knowledge or experience (Goffee and Scase, 1985).

### ***2.1 Theories of Economic Growth and Development:***

The phenomena of Economic development has been distinctively studied and examined by various

individuals over time with the successions of theories' related to economic development in emerging from time to time with their unique prospective. The researchers of economic growth has analysed the context with close attention directed towards the influence of production factor on the development of national economies (e.g. Kosempel, 2004; Sarkar 2007; Bond, Leblebiciog, & Schiantarelli, 2010), variations in the economic sectors (Sonobe, Hu, & Otsuka, 2004; Jaimovich, 2011). A continuous debate gives way to comprehend how various factors impact the economic growth, transform distinct economic sectors and contribute to sustainable development (Karnitis, 2011; Korsakiene, 2011; Tvaronavicienė & Grybaite, 2012).

The economic development concepts abound, with varying fundamentals, essential classes and manner; distinctly interpret the development progression and present distinct principles. The theories established by the experts, moreover precisely or discreetly, how the term economic development is comprehended by the experts, the questions being asked, the applied methods, the information pursued by them, their adopted methods, are all various indicators of their peculiarity and uniqueness.

As per Al-Mubarak, Aruna, & Busler (2013), "business incubator proposes a definitive environment for start-up companies and assist entrepreneurs to alter their philosophies, patent and most importantly their innovation into worthwhile business undertakings." Moreover, both small business and entrepreneurs obtain directions and support in order to establish their business concepts, operate professionally and maintain the pace with the shift in their respective industry as well as sustain competitive edge. The Business Incubator Model adaption empowers, (a) diverse economical support, (b) the advance technology's commercialization, (c) job formation and (d) incline in wealth. The positive influence of the business incubator's objective as a three dimensional has been established by scholars: (I) Assistance in regional development through employment generation (Thierstein and Wilhelm, 2001). Consequently, in the context of the above, one of the vital factor leading to economic development can be considered an entrepreneurial development.

## ***2.2 Entrepreneurship Theories:***

The concept and idea of the economic development is defined through the theories of entrepreneurship emerging as an outcome of entrepreneurial activities undertaken by entrepreneurs. As per the works of

Coase (1937), “The Nature of the Firm” amid others, is hypothesized beyond the traditional economics’ theory, a price theory. Exceptionally, Coase established the business in the social realm and integrated a comprehensive and a broader view of its complexity and essence within our thinking. This encouraged others scholars to broaden their theoretical views regarding firms, in the context of Coase’s work and consider the firm’s growth theory, entrepreneur’s emergent theory and firm’s resource based theory. Innovation is a critical and dynamic driving force. Under numerous theories, innovation is perceived distinctively such as, undertaking of inventive risk, inventions and new combination.

The critical dynamic driving force is innovation. Innovation is perceived differently in numerous theories as inventions, new combination, or inventive risk taking. The entrepreneurship theory advocates that individual and their undertaking conclude economic development. Entrepreneurship is critical for economic advancement as it empowers the its vital significant in distinctive manners: i) by classifying, evaluating and exploiting business prospects; ii) by generating new businesses and modernizing the existing services establishing it in more dynamic manner; and iii) by inspiring the innovation in economy, job development, competence and often enhancing the society’s welfare (Álvaro et al., 2008).

Entrepreneurs innovate, as innovation is perceived as highly crucial driver of economic development in the origination of traditional growth theory (Abosedo & Onakoya, 2013). Schumpeter (1934) suggested a presence of the entrepreneurial activities in the establishment of the firm’s modern theory. In women as Entrepreneur, Pareek (1992) describes female entrepreneurs as women who plays a charismatic part by interacting frequently and intensely adapts herself to socio-economic, financial and social support spheres.

### ***2.3 Inclined Female Entrepreneurship:***

The global impact of the female entrepreneurs is attaining intense recognition worldwide, as there is a steady incline in the women entrepreneurs and creating positive influence in the international economy. For example, 80% of sub-Sahara African food is produced by women, for Asian 50-60%, for Caribbean 26%, North American and Middle Eastern 34% and 30% Latin American (Ali and Ali, 2013). Worldwide female entrepreneurs are foremost contributors to the economy, due to their tendency to make difference in the socio-economic arena. Female entrepreneurs contribute various ideas, capital resources and dynamic energy within their respective communities, and generate employment, work for suppliers and additional

spin-off business associations. Regardless of these significant contribution female entrepreneurs experiences constrains in their business undertakings; Frequent gender-based discrimination, lack of access to resources absence of share support, restricted access to information and inadequate education (Afza, et al, 2010).

Till late 1970s, there was rarely any consideration for female entrepreneurs' role (Humbart, Drew, & Kelan, 2009). Currently, nevertheless, entrepreneurship research is shifting from the notion if gender does lead to a distinction to how it generates difference (Carter & Shaw, 2006). With the general inclining interest in the entrepreneurship the researches are highly focused on female's entrepreneurship (Pines & Schwartz, 2008; Lerner & Pines, 2010).

However, the interest is comparatively recent. Since year 1998, the worldwide entrepreneurship display has sketched the entrepreneurship importance to global economy (Autio, 2005; Mahmood et al, 2012) through its ability to augment advanced and creative ideas, which transform into employment generation and subsequent economic progress. Therefore, entrepreneurial accomplishments are indicators for diverse population to contribute in the mainstreams of society, both socially and economically, and these are of vital prominence. Regardless of the increasing interest and the drastic acceleration of woman entrepreneurs recently, female entrepreneurship prospective has solitary emerged as evident fact. This is evidently apparent in the report of General Entrepreneurship Monitor (GEM) on Women and Entrepreneurship (Allen, Elam, Langowitz, & Dean, 2007) that observed the entrepreneurship rate in 43 countries and revealed that the rate of female entrepreneurship was lower in all these countries as compare to men's entrepreneurship.

It appeared astounding that the female entrepreneurs rate is greater in countries where the overall per capita income lower and where females have no alternate opportunity to make a living (such as Peru, Bolivia and Angola) and lesser in nations where the over-all per capita income is higher (such as Germany, UK and Israel). This defined as an outcome of a alteration between "opportunity" and "necessity" entrepreneurship, with requirement entrepreneurship instituted to be additionally prevalent amongst female (Allen et al, 2007; Bosma, Acs, Autio, & Levie, 2008) Correlated terms applied in the literature on entrepreneurship are "push" vs. "pull" influences, where "push" aspect lead individuals to become an entrepreneurs, whereas "pull" aspect interest individuals to entrepreneurship (Orhan & Scott, 2001; Mahmood et al, 2012). It

appears that female in developing countries and poor regions are highly influenced by the “push” factors in comparison to the “pull” aspects, in a year 2007, an analysis of female’s entrepreneurial motivation, associating “opportunity” and “necessity” entrepreneurship (Mahmood et al, 2012).

#### ***2.4 Feminine leadership and style of management:***

Large number of studies has shown that long term thinking, collaboration, and empathy are the traits of feminine leadership (Chaluvadi, 2015; HPC, 2015). These attributes are more effective for feminine leadership and management style in improving employees' performances and effectiveness of organisational operations (HPC, 2015). The female leaders are more democratic in style in comparison to male leaders (Merchant, 2012). This reflects that there is more collaboration and mutual consultation with employees before executing tasks (Cummings, et al, 2010; Eagly, 2013). It is evident that, feminine leadership traits are found in approximately 66% female entrepreneurs all over the globe (HPC, 2015). Furthermore, Bobkoff (2015) argued that, coping mechanism is evident in female entrepreneurs in comparison to male entrepreneurs. Considering the societal attributes, it can be stated that feminine leadership and management style is effective in dealing with these societal factors.

Interestingly, Cummings, et al, (2010) has argued that male entrepreneurs have masculine style with task-oriented approach whereas female leaders have more relationship-oriented and democratic approach. Moreover, same study showed that women have ability to cope while men have risk taking style. Therefore, the style of management differs for both genders. The role of congruity is one dimension that has been found consistently in the feminine leadership and style of management. This means that, there is general perception that women are less effective in comparison to men (Wharton, 2005; Hughes, 2015). However, Bobkoff (2015) argued that this is a misconception because female have performed equally well in some sectors. On the other hand, Cummings (2010) argued that male is more effective judge than female leaders. The study of Haque and Yamoah (2014) showed that commitment of employees towards assigned work depends on the situation and it may vary time to time. Therefore, it is not incorrect to state that the employees' performances do not entirely results from the style of management and leadership. The researches of Twenge (2001) and Konard et al (2000) revealed that women style of management and leadership has altered more with the passage of time in comparison to men, reflecting that the adaptability

is high in female leaders. The study of Eagly et al (1995) and Eagly (2013) found that female management style are more flexible and both men and women can be effective leaders, depending on the circumstances.

## ***2.5 Obstacles for Female Entrepreneurs:***

### ***2.5.1 Capital Unavailability:***

ILO reported that the principal barrier to expansion of women enterprise is absence of affordable training and technology and training along with the absence of adequate financial resources to purchase the required inputs in bulk (ILO, 2010). As per Harun and Ramayah (2005), one of the highly challenging impediments to the expansion of entrepreneurial ventures is access to Capital. Obstacles are experienced by the new entrepreneurs, who desire to establish new business ventures, in terms of attaining funds and finances from banking system, where credit history, track records and collateral is required. Though individual's may be driven by the motivation to involve in the behaviour that compliments the desire behaviour to commence a business, entrepreneurship research validates that resource availability is a significant factor of entire entrepreneurial processes.

Various crucial resources that influence the accomplishment of start- up business comprise of financial capital, market accessibility and availability of training and information (Ven, Tigineh, & Lanny, 2007). Female entrepreneurs are affected with the capital unavailability (Carter & Rosa, 1995).

### ***2.5.2 Customs and Local Culture:***

A considerable efforts have been invested in the research regarding the issue of lower representation of female in male-dominant and non-traditional occupations. Due to initial experience of sex-role socialization, female lack strong expectations of effectiveness for numerous career interrelated behaviors. Moreover, the findings demonstrated that the toughest interpreters of career possibilities for both male and female college students were occupational self-efficacy and vocational interests. Additionally, these student's expectations regarding their capability to undertake various female-dominated and male professions corresponded to prevailing arrangements of occupational sex categorization. The male-dominated professions, in particular require technical backgrounds and physical science as constantly branded by sex variances in self-efficacy potentials (Mahmood et al, 2012). This is due to cultural norms existing in the societies.

### ***2.5.3 Gender Discrimination with Female Entrepreneurs:***

The Gender-related restrains seriously hinder women's economic potential as worker and entrepreneurs and have an apparent negative influence on the enterprise development, competitiveness, productivity, and decline of growth potential in the region as a whole (Mahmood et al, 2012). In this context, it provides a reason that working to eradicate the gender-associated barrier in the business atmosphere and utilise the advantage of complete participation by both genders in the development of the private sector as a vital opportunity to provide free sovereignty to the country's productive prospects and strengthen and enhance its economic growth (Bardasi et al, 2007). The perceptiveness of women's careers demands the recognition that female fundamentally have distinctive experiences and discover themselves in dissimilar circumstances when establishing their career in comparison to men.

Traditionally, female have minimal orderly careers due to their pursuing of their husband's career directions; they also had domestic and family responsibilities and have experienced male managers' prejudice (Marshall, 1998). Moreover, females are being forced to adapting to the narrow prospects by becoming job oriented instead of career oriented, with the focus on instantaneous intrinsic advantages of the task instead of the long-term advantages.

### ***2.6 Women Entrepreneur's Role in Trade Development:***

Often in the past the perception of female engagement in the small businesses is perceived as non productive, at present setting pathway to enhance the consumption and production of the local economy along with export trade of the supply goods (IFAD, 1995). As per Bowen, Hollander and Viane (1998) country enjoys various benefits of the export trade in order to enhance its domestic competitiveness, open markets to diverse products and goods and embrace international technology. Furthermore, Asia has not fully utilised the advantages of international trade for various reasons for instance, there is relatively smaller female enterprises; in adequate management of the informal structure; the lower educational requirement for female may present obstacle for their understanding and knowledge of international trade requirements; and female extensively rely on the availability of local raw material which could be unavailable in extensive volume when required, particularly in Pakistan.

This restricts the ability to export and expand sufficient goods. However, they provide beneficial links amid consumers and mediators in international markets within time frame, enabling exporting goods in desire quantities if provided with adequate support. The term export trade, an exchange of services and goods across international boundaries, represents country's adequate gross product domestic share (Samuelson, 2001, p.3).

According to Ndemo and Maina (2007) women entrepreneurs plays a vital role in the country's economic development through product export that enhances country's foreign exchange to a significant level. They are capable of comprehending the market and acknowledge what needs to be offered. For instance, the female in cottage industries and SMEs export clothing, Asian ornaments, carvings, handicraft and sculptures which are altered to meet the requirement of each region's requirements. Clients are capable of placing orders for products with diverse colours and design in advance.

For a country to have sustainable development, the female promotion within the socio-economic development is a vital element. Shaban (2011, p.6) acknowledged that various countries have gradually acknowledge that advancement of the female's socio-economic status is not a debatable concern any longer however, it must be pursued on continuous basis. Females are capable to identify and recognise available resources amid in their society and shift them over to goods during short time frame due to their effective skills of baking, weaving, sewing, beading, knitting along others.

In order to accomplish this, Shaban (2011) suggested that region has a vital accountability to ensure the creation of conducive environment through the organization of legislative, institutional framework, mechanism and policy for the development of the female in socio-economic spheres. For instance, channels are a political mark and superior governance pronouncement she asserts.

### ***2.7 Women Entrepreneurs and Job Creation:***

As per Global Entrepreneurship Monitor (2004), female entrepreneurs generate wealth, jobs and modernism in their respective enterprises (Ndemo & Maina, 2007, p.8). One of the fundamental keys to the development of the income generation and job creation in entrepreneurship which further minimise the existing

inequalities amid male and female. At present, female are capable of generating employment in their respective community and society through involvement in diverse business activities. For instance, female entrepreneurs of Cottage industries and SMEs employ staff within small settings to produce goods and services. Furthermore, such female entrepreneurs provide help to those who have families. Development of Micro and Small Enterprises study (Stevenson & Onge, 2005, p.1) acknowledged that female entrepreneurs at present are commencing business at greater rate, which empowers them to provide vital contribution to economic growth and job creation. In the patriarchal societies, there are gender dimensions of poverty where male are accepted to play a vital role of a provider. However, this notion is shifting dramatically as greater number of females is engaging in various business activities in the wake of economic empowerment, feminist movement, educational as well as political support from government (Onsongo et al, 2006, p.2).

Economic Affairs Division Pakistan (2008) reported that country's overall poverty incidents have reduced from 56% in year 2000 to approximately 49% in year 2012, the headcount of poverty in rural areas was greater among female at 58% as well as in the urban areas with 42%. At present in developing nations, a significant number of female-owned businesses are small or medium and micro enterprises. This has been an outcome of various causes for instance: women's inability to raise adequate capital for commencement of business venture, absence of sufficient collateral in order to have an access to credit facility for business expansion and family associated activities for instance, child rearing which can restrict the business growth. Government can address some of these reasons along with the institutions to provide long lasting solutions.

At work place, female employees improve productivity in the light of appropriate employment conditions. A study conducted by Ngonze (2006), 40% of world's workforce comprises of women thus; they play a critical role in the economic growth in areas such as agriculture, production, service and hospitality sector. It is revealed that greater number of SMEs hired individuals, 31% in Pakistan's urban areas which has inclined to 35% in year 2012 (Mahmood et al, 2012).

### ***2.8 Female Entrepreneurs and Poverty Decline:***

Woldie & Adersua, (2004) recognized that worldwide large number of females is entrepreneurs however; the female entrepreneurs' global impact has gain intensity just recently. Moreover, they acknowledged that significant number of women business owners increase steadily in a continuous manner globally and at present female in advance economic markets own over 25% of all the business (ibid).

Female's activities, predominantly in the business empower them economically as well as provide them an opportunity to contribute to the overall development (Brindley, 2005). Moreover, the author articulate that despite female's engagement in the lower scale production activities, in both formal and informal sectors, women's entrepreneurial conduct are beyond the sole means of economic expansion, they have a significant positive social influence on the family, individual and their social environment.

Studies conducted by World Bank (2010) reveals that female have a significant contribution in Pakistan's economy through their business engagement and activities. A study initiated by Sylvia and Pedwell (2008) on female, Gender and Informal Economy speaks about female in the developed economies who have a positive influence on the decline in poverty through their engagement in business activities.

In addition to the widespread problems experienced by females worldwide, Pakistani female entrepreneurs come across problems attributable to the socio-cultural elements. Traditions, social and culture play a prominent role in the determination of who turn out to be an entrepreneur; such as, in certain regions the social conditions inhibit female from commencing their own businesses (World Bank, 2010). Therefore, there is also a lack of managerial skills among female entrepreneurs (Mahmood et al 2012).

### **Research Methodology:**

The present study considers Socio-Anthropological Paradigm to understand the relationship between research variables. Since, this research attempts to understand the female entrepreneurship in developing country and its relationship with various societal attributes thus the aforementioned paradigm is appropriate. Moreover, the paradigm is more suitable as this research is causal type of research to establish the relationship between research variables by following 'epistemology' approach. In other words, the ontological views are considered to be examined by individual's perception. This research is objective in

nature as it mainly explores the association between selected research variables. The philosophy of present research is based on post-positivism therefore mixed method of research is considered by opting for matrix based survey questionnaire and open ended interviews to investigate research problem. The analysis is quantitative thus only survey questionnaire is considered for quantification of results, it is based on 4 point Likert Scale (1=strong agree, 2=agree, 3=disagree, and 4=strongly disagree).

In addition to that, interviews with the randomly selected 30 male employees working under female entrepreneurs were commenced through SKYPE by opting for convenience sampling technique. These participants were approached through management's permission. The interviews lasted only for 5-7 minutes with each respondent. Due to time constraint, only 30 employees were approached altogether by targeting 6 employees from each city. According to the list published by Small and Medium Development Authority (SMEDA) working in Pakistan to promote female entrepreneurship, currently 156 female entrepreneurs are active in Pakistan (SMEDA, 2015). However, from SMEDA, researcher found that approximately 81 female entrepreneurs are involved in SMEs and Cottage Industries after post Musharf's military regime and new democratic setup in 2008.

The researcher combined three distinctive sampling techniques to collect responses from targeted audience. As the focus of researcher was to collect the data from urban areas to investigate the role of female entrepreneurs in improving living standards, erasing poverty, and creating job employment thus quota sampling, stratified sampling, and convenience sampling techniques are used. Due to shortage of time, researcher decided to opt for the combination of probability sampling technique (stratified) and non-probability sampling techniques (quota and convenience) respectively. Under stratified sampling technique, the population for present study was area wise divided into five divisions namely; Islamabad, Karachi, Lahore, Peshawar, and Quetta. In addition to that, it was ensured that approximately 20% of sample size from each region is included in the study. Moreover, the convenience sampling was considered because time constraint did not allow the researcher to include all events from the targeted population. Therefore, on the convenience of respondents, they were contacted and included.

The researcher ensured that at least 50% of the targeted population should be included following inferential statistic thus responses from 8 to 9 female entrepreneurs were included. The sample size for present study is 44 respondents, containing almost 20% from each division. However, 37 survey forms were completely filled and returned. The survey questionnaire was developed through GOOGLEDPCS and emailed to all 81 female entrepreneurs out of which 44. The list of email accounts were provided by SMEDA Pakistan.

**Table 1**

1	2	3	4
Strongly Agree	Agree	Disagree	Strongly Disagree

**Table 1** reflects the present study's matrix scale used to measure the responses gathered through research instrument.

Statistical Package for Social Sciences (SPSS 22) has been used for data analysis purpose. In order to ensure the reliability of internal consistency in a scale, researcher considered Cronbach's alpha value. This was to determine, how the set of items as a group in a questionnaire. In addition to that, one sample t-test was conducted by researcher as the sample set is selected from the known population. The confidence interval is 95% and the alpha value  $P=0.05$  is considered to set the level of significance.

**Table 2**

**Case Processing Summary**

		N	%
Cases	Valid	37	84.
	Excluded <sup>a</sup>	7	16.0
	Total	37	100.0

a. Listwise deletion based on all variables in the procedure.

**Table 3**

**Reliability Statistics for Societal Attributes**

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.763	4

**Table 4**

**Reliability Statistics Research constructs in the Questionnaire**

<b>Constructs</b>	<b>Cronbach Alpha (<math>\alpha</math>) Coefficient</b>
Feminine Style of Management	0.78
Feminine Leadership Style	0.71
Male employees' performance	0.63
Level of Poverty	0.79
Employment Opportunity	0.81
Living Standards	0.75

In present study, the overall societal attributes constituted 0.763 Cronbach's alpha thus this indicates that there is internal consistency among scale. According to Nunally (2014), in social science researches, a value of 0.70 or above is ideally accepted value. Hence, Cronbach's alpha value here confirms that our questionnaire met the reliability criterion.

**Results and Analysis:**

**Table 5**

**DESCRIPTIVE STATISTICS**

<b>Description Percentages</b>						
<b>City</b>						
	<b>Islamabad</b>	<b>Karachi</b>	<b>Lahore</b>	<b>Peshawar</b>	<b>Quetta</b>	
	21.6	24.3	24.3	16.2	13.6	
<b>Age</b>						
	<b>18-28</b>	<b>29-39</b>	<b>40-50</b>	<b>51-61</b>	<b>62 or Above</b>	
	13.5	46.7	28.1	8.1	3.6	
<b>Qualification</b>						
	<b>10th Standard</b>	<b>College</b>	<b>Graduation</b>	<b>Masters</b>	<b>Other</b>	
	2.7	10.8	51.3	29.7	5.5	
<b>Experience</b>						
	<b>Less than 1 year</b>	<b>1-2 years</b>	<b>3-5 years</b>	<b>6-7 years</b>	<b>8-9 years</b>	<b>10 or Above</b>
	10.8	18.9	24.3	8.1	16.3	21.6

The above table revealed descriptive statistics in the present study. The sample size in present research consists of female entrepreneurs therefore main aspect of this table is to explore demographic and geographic variables in relation to sample size. The findings showed that Islamabad and Lahore equally have high female representation in present study (24.3%) followed by Karachi with 21.6%. In addition to that, 46.7% lies in 29-39 years age bracket whereas 28.1% in 40-50 years age bracket. Moreover, 80% above female entrepreneurs have graduation or post-graduation degree. Furthermore, approximately 70% of participants have more than 3 years' experience of running business. Interestingly 24.3% have 3-5 years

whereas 21.6% have 10 or more year experience.

**Correlation:**

**Table 6**  
**Correlations**

		Feminine style of Management	Female Style of Leadership	Male employees' performance	Level of Poverty	Living standards	Employment Opportunities
Feminine style of Management	Pearson Correlation	1	.624	.901	.609*	.721*	.428*
	Sig. (2-tailed)		.104	.000	.003	.000	.004
	N	37	37	37	37	37	37
Female Style of Leadership	Pearson Correlation	.624	1	.039*	-.282*	-.004	.236*
	Sig. (2-tailed)	.104		.005	.000	.002	.001
	N	37	37	37	37	37	37
Level of Male employees' performance	Pearson Correlation	.901	.039*	1	-.012	-.064	-.030
	Sig. (2-tailed)	.000	.005		.872	.402	.698
	N	37	37	37	37	37	37
Level of Poverty	Pearson Correlation	.609*	-.282*	-.012	1	-.041	-.670*
	Sig. (2-tailed)	.003	.000	.872		.593	.000
	N	37	37	37	37	37	37
Living standards	Pearson Correlation	.721*	-.004	-.064	-.041	1	.050
	Sig. (2-tailed)	.000	.002	.402	.593		.510
	N	37	37	37	37	37	37
Employment Opportunities	Pearson Correlation	.428*	.236*	-.030	-.670*	.050	1
	Sig. (2-tailed)	.004	.001	.698	.000	.510	
	N	37	37	37	37	37	37

\*. Correlation is significant at the 0.05 level (2-tailed).

In the above table, it is evident that the feminine style of management has a positive correlation with male employees' performance, level of poverty, living standards, and employment opportunities. The correlation between feminine style of management and male employees' performance has strong significant positive relation  $r=.901$  and  $P=0.000$  which is smaller than alpha value  $0.005$ . Thus there is strong significant correlation between feminine style of management and male employees' performance.

Moreover, there is reasonable positive relation between feminine style of management and level of poverty as evident  $0.609$ , and the P value  $0.003$  is lower than alpha value therefore there is strong evidence against null hypothesis that there is no correlation between them. Furthermore, feminine style of management has strong positive correlation with living standards ( $0.721$ ) and the sig value  $0.000$  is smaller than alpha value thus there is strong evidence against null hypothesis that there exist no correlation between feminine style of management and living standards. In addition to that, there is moderate positive correlation between feminine style of management and employment opportunities as evident Pearson correlation ( $0.428$ ) and the alpha value  $0.05$  is greater than p value  $0.004$  thus reflecting that there exists correlation between feminine style of management and employment opportunities.

The Table also revealed that feminine leadership style in relation with different variables and it is evident that there is weak positive correlation between female style of leadership and male employees' performance ( $0.039$ ). Moreover, the negative weak correlation exists between feminine leadership style and poverty ( $-0.282$ ). Furthermore, there is a negative weak correlation between feminine leadership style and living standards. In addition to that, there is weak positive correlation between feminine leadership style and employment opportunities. The P-value for all societal attributes are below alpha value thus there is strong evidence against null hypotheses stating there is no correlation between research feminine leadership style and societal attributes.

Interestingly, the correlation test revealed that feminine leadership style is more positively associated with societal attributes in comparison to feminine leadership style as some of the association is negatively linked.

**Table 7**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------

1	.699 <sup>a</sup>	.488	.481	.447584
---	-------------------	------	------	---------

a. Predictors: (Constant), level of poverty, living standards, employment opportunities, male performances

b. Dependent Variable: Leadership Style of Female Entrepreneurs

**Table 8**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.459	1	10.153	68.028	.000 <sup>b</sup>
	Residual	32.980	36	.195		
	Total	63.439	37			

a. Dependent Variable: Leadership Style of Female Entrepreneurs

b. Predictors: (Constant), level of poverty, living standards, employment opportunities, male performances

The model summary above showed that  $R^2$  is approximately .49 reflecting that the 49% variation in leadership style of female entrepreneur is due to variation in level of poverty, living standards, employment opportunities, and male employees' performance. In addition to that, ANOVA model above showed that  $F = 68.028$  which reflects that this table is highly acceptable as there is 68% explanatory power of this table.

**Table 9**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 <sup>a</sup>	.478	.472	.441380

a. Predictors: (Constant), level of poverty, living standards, employment opportunities, male performances

b. Dependent Variable: Feminine Style of Management

**Table 10**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.965	1	5.110	52.876	.000 <sup>b</sup>
	Residual	34.375	36	.197		
	Total	67.34	37			

a. Dependent Variable: Feminine Style of Management

b. Predictors: (Constant), level of poverty, living standards, employment opportunities, male performances

In the above model summary, R<sup>2</sup> is 48% reflecting that 48% variation in feminine style of management is resulting from the variation in societal attributes (male employees' performance, living standards, level of poverty, employment opportunities). Moreover, ANOVA summary revealed that approximately F = 53% thus this indicates that this table is highly acceptable because there is high explanatory power.

**Regression:**

**Table 11**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.255	.217		14.978	.000
	Male Employee Performance	.046	.005	.580	1.157	.000
	Level of Poverty	.015	.005	.186	1.014	.000
	Living standards	.003	.003	.053	1.902	.005
	Employment Opportunities	.007	.021	.019	1.346	.003

a. Dependent Variable: Leadership Style of Female Entrepreneurs

There are multiple variables therefore in the coefficient table; we consider standardized coefficient Beta values. The regression analysis showed that 1 standard deviation increase Male employees' performance will affect leadership style of female employees 0.580 positively. Moreover, the P-value is 0.000 which is smaller than alpha value ( $\alpha=0.005$ ). Thus, there is strong evidence against the null hypothesis that male employees' performance has no relation with leadership style of female entrepreneurs.  $\alpha = 0.005$  is greater than p value 0.000 therefore there is strong evidence that leadership style of female entrepreneur has relation with level of poverty. In addition to that, 1 standard deviation increase in level of poverty will affect the feminine leadership style 0.186 positively.

Furthermore, there is a relationship between living standards and feminine leadership style as there is strong evidence against null hypothesis because P value 0.005 is equal to  $\alpha = 0.005$ . Moreover, 1 standard deviation increase in living standards will affect the feminine leadership style by 0.053 positively. In

addition to that, the P value of employment opportunities is 0.003 which is smaller than  $\alpha = 0.005$  indicating that there is strong evidence against null hypothesis. Furthermore, 1 standard deviation increase in employment opportunities will affect the feminine leadership style by 0.019 positively.

**Table 12**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.623	.163		13.816	.000
	Male Employees' performance	-.063	.007	-.650	-9.235	.000
	Level of poverty	-.009	.015	-.019	-.346	.004
	Living standards	.006	.009	.042	.651	.001
	Employment Opportunities	.054	.061	.057	.886	.000

a. Dependent Variable: Feminine Style of Management

1 standard deviation increase in Male employees' performance will affect the feminine style of management 0.650 negatively. The P-value=0.000, which is smaller than alpha value therefore there is strong evidence against null hypothesis that feminine style of management is not affected by male employees' performance. The level of poverty has a p-value of 0.004 which is smaller than alpha value ( $\alpha=0.005$ ) indicating that there exist a relationship between level of poverty and feminine style of management. In addition to that, 1 standard deviation increase in level of poverty will affect the feminine style of management 0.019 negatively.

The results also revealed that, living standards and feminine style of management has a relationship as the P-value=0.001, smaller than  $\alpha=0.005$ . Moreover, 1 standard deviation increase in living standards will affect the feminine style of management 0.042 positively. Furthermore, the employment opportunities are affected by feminine style of management as sig value 0.000 is smaller than alpha value ( $\alpha=0.005$ ). Thus, there is strong evidence against null hypothesis of no relationship between employment opportunities and feminine style of management. Moreover, 1 standard deviation increase in employment opportunities will

affect the feminine style of management 0.057 positively.

The interview with the randomly selected 30 employees working under female entrepreneurs in five urban cities of Pakistan showed that, under female entrepreneurs, their performance is similar to their performance under male entrepreneurs. Majority of respondents felt that they feel more relaxed as despite being competitive environment there is no pressure from the management on the working pattern of male employees. Moreover, there are cultural barriers that are evident as some of the participants confirmed that they find it difficult to work under female entrepreneurs due to social norms and societal pressures.

Furthermore, the interview findings showed that SMEs and Cottage industries run and owned by female entrepreneurs are vital in creating job and employment opportunities. Large number of participants stated that it has been a significant opportunity for them to work in female owned organisations as prior to that, some of the respondents were jobless while others who had worked under male entrepreneurship find these female owned organisations more stable and friendly environment. Thus this study is aligned with the work of Stevenson & Onge (2005), Alvaro et al, (2008), and Mahmood et al., (2012).

The results from interviews showed that, there is low economic empowerment, political support, and educational developments are all evident in the urban regions. Large number of respondents agreed that there is low economic empowerment towards female entrepreneurship. Moreover, there is low political support in past but in the democratic system there has been little support from political system is visible, especially in urban areas. All these attributes are evident to be linked with female entrepreneurship. Thus, this study supports the previous empirical research of Onsongo (2006). In addition to that, the interviews with the respondents confirmed that the poverty level has declined in the urban areas due to female entrepreneurship. There have been inclined economic activities as there has been increase in the female-owned businesses in Pakistan.

The findings of interviews showed that feminine leadership and management style has a relationship with the societal factors as it is found that female entrepreneurs have more empathy and democratic approach towards male employees. They show concern towards society and ensure that employees have better life standards. Thus, this study confirms that feminine leadership style is more relationship oriented as female entrepreneurs cares about their employees' wellbeing. In addition to that, feminine leadership and

management style is more democratic and work for social cause. However, the findings showed that at times, the employees have situational commitment towards assigned task and are not very enthusiastic under feminine style of management.

The interview participants also confirmed that despite being an agro economy, the women workforce has increased in urban areas. Therefore, this study is aligned with the work of Mahmood et al, (2012) that women workforce and economic activities have enhanced in urban regions of Pakistan in recent times. In addition to that, Adersau & Woldie (2004) has been confirmed that female entrepreneurship is significant aspect in the global economy as there has been positive economic growth and development in Pakistan's economy. The living standards of the majority of the people have improved significantly due to the female-owned businesses as it these businesses have led to create job employment opportunities. Similarly, the startups of female entrepreneurship have led to develop opportunities for job, reflecting to reducing poverty in the regions to some extent. Majority of the participants agreed to the aforementioned statements. Thus, this study supports the work of Brindley (2005), and Mahmood et al, (2012).

Thus, Pakistani female entrepreneurship has relationship with socio-cultural attributes. In addition to that, there are certain barriers that are faced by female entrepreneurs in male dominated society of Pakistan to large extent. Therefore, this study is aligned with the report of World Bank (2010) and Mahmood et al, (2012). Interestingly, this study partially support the notion of previous research of Haque and Yamoah (2014) that to some extent the employees' performances are not entirely dependent on the style of management and leadership as there is element of situational commitment.

### **Conclusion and Recommendations:**

To put it concisely, this research confirms that feminine leadership and style of management is affected by societal and social attributes including; living standards, level of poverty, employment opportunities, and male employees' performance. In addition to that, there is a significant relationship evident between research variables as feminine leadership and style of management are more adaptive and relationship oriented thus there is general concern in female entrepreneurs to improve the living standard of employees, eradicate poverty, and create job opportunities. Moreover, this study showed that male employees' tends to perform better under feminine leadership and style of management. However, feminine leadership style has

more linear positive relationship with societal attributes in comparison to style of management. In addition to that, the situational commitment among employees drive them to perform differently in different situations thus not in all cases the male employees' performances are resulting from the style of management and leadership.

Following are the recommendations for female entrepreneurial development in Pakistan and future researchers;

The local government should be involved directly in providing funds for capital investment to female entrepreneurs. As in preliminary research, it is evident that federal government sanction loans therefore it is time consuming process. Hence, it is recommended that local government in urban areas should be given the authority to process the requests and approvals for loans and capital investments. The political support is essential for the promotion of female entrepreneurial developments in Pakistan.

There is need for creating awareness about the female entrepreneurship concept in Pakistan as despite having large female representative in population; there are very limited SMEs and Cottage industries run by female entrepreneurs. The acceptance of society is significant to promote female entrepreneurship in urban and rural regions therefore it should be promoted on regular basis at different level of education. The educating people at primary level will broaden their mindsets and it will help in creating acceptance of female entrepreneurship concept in male dominated society.

The government should give some relaxation in the taxations and tariffs for female entrepreneurs to encourage females to invest in import export businesses as well macro level set ups because it will be vital in improving GDP of Pakistan.

The future researchers should consider the comparative approach by comparing the female entrepreneurship in urban and rural regions. This will increase the body of knowledge related to feminine leadership and style of management in comparative context. Moreover, the future researcher should consider longitudinal penal study to examine the research variables in different timeframe. This will enable researchers to measure the trends in the varying time. Furthermore, the sample size of the present study is small therefore it is suggested that future researchers should consider large sample of size and include more interviews from male as well

female employees working under feminine leadership and style of management, in order to have high generalization.

## References

### References:

Abosedo, A. J., & Onakoya, A. B. (2013). Intellectual Entrepreneurship: Theories, Purpose and Challenges, *International Journal of Business Administration* (4,5): 30-37.

Afza, T., Hassan, M. and Rashid, M.A., (2010). 'Enterprising Behaviour of Enterprise-less Rural Women Entrepreneurs of Khyber Pakhtunkhawa of Pakistan', *Europeon Journal of Social Sciences*, Vol. 18, No. 1, pp. 109-119.

Ailenei, D., & Mosora, L-C. (2011). Economics of Sustainable Development. Competitiveness and Economic Growth. *Theoretical and Applied Economics*. XVIII. 2 (555). 5-12.

Ali, A. H, & Ali, A. S. (2013). Challenges and constraints faced by Somali Women Entrepreneurs in Benadir Region; *Interdisciplinary Journal of Contemporary Research in Business*; (5,2): 436-411.

Allen, I.E., Elam, N., Langowitz, N. & Dean, M. (2007). *Global Entrepreneurship Monitor Report on Women and Entrepreneurship*. Babson College and London Business School.

Al-Mubarak, H. m., Aruna, M., & Busler, M. (2013). Entrepreneurship, Innovation, Incubator and Economic Development: A Case Study. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering* Vol:7, No:6. pp: 1562-1567.

Álvaro C., Domingo R., & Salvador, R. (2008). *Entrepreneurship: Concepts, Theory and Perspective*. Introduction, Madrid: Universitat de València..

Autio, M. (2005). The Morality of Spending in Finnish youth consumer culture. *International Journal of Consumer Studies*. Vol. 29 (4). pp: 332-341.

Bardasi, E., Blackden, C. M., & Guzman, J.C. (2007). Gender, entrepreneurship, and competitiveness in Africa, Chapter 1.4 of the *Africa Competitiveness Report*, June 26, The World Bank, Washington, DC.

Bobkoff, S. (2015). The Mother of All Leaders. *HUFF POST Business*. Available at: [http://www.huffingtonpost.com/sara-bobkoff/the-mother-of-all-leaders\\_b\\_8646492.html](http://www.huffingtonpost.com/sara-bobkoff/the-mother-of-all-leaders_b_8646492.html).

Bond, S., Leblebiciog, A., & Schiantarelli, F. (2010). Capital accumulation and growth: a new look at the

empirical evidence, *Journal of Applied Econometrics* 25: 1073–1099.

Bosma, N., Acs, Z., Autio, E., & Levie, J. (2009). *Global Entrepreneurship Monitor – 2008. Executive Report.*, Babson College and Universidad de Desrrollo.

Bowen, H. P., Hollander, A., & Viane, J. M. (1998). *Applied international trade analysis*. London: Macmillan Press.

Brindley, C. (2005). Barriers to women achieving their entrepreneurial potential: Women and Risk. *International Journal of Entrepreneurial Behaviour*, 11 (2), 144-161.

Brockhaus, R. (1980). Risk-taking propensity of entrepreneurs. *Academy of Management Journal*. 23:509-520.

Carter S, Rosa P. (1995). *The Financing of Male and Female Owned Businesses*, University of Paisley, Paisley. 21.

Carter, S. and Shaw, E. (2006) *Women's Business Ownership: Recent Research and Policy Development*, DTI Small Business Service Research Report, London.

Chaluvadi, N. S. S. L. (2015). "Differences in Leadership Styles between Genders: Outcomes and Effectiveness of Women in Leadership Roles" (2015). MBA Student Scholarship. Paper 35.

Coase, R. H. (1937). The Nature of the Firm. *Economica*, New Series, Vol. 4 (16). pp: 386-405.

Cummings, G. G., Midodzi, W. K., Wong, C. A., & Estabrooks, C. A. (2010). The contribution of hospital nursing leadership styles to 30-day patient mortality. *Sep-Oct*, 59 (5). P: 331-339.

Eagly, A. H. (2013). *Gender and Work: Challenging Conventional Wisdom*. Harvard Business School.

Eagly, A. H., Karau, S. J., & Makhijani, M. G. (1995). Gender and the effectiveness of leader: a meta-analysis. *Psychological Bulletin*, 117, 125-145.

Economic Affairs Division Pakistan (2008). *Economic Affairs Division*. Available at: <http://www.ead.gov.pk/gop/index.php?q=aHR0cDovLzE5Mi4xNjguNzAuMTM2L2VhZC8%3D>.

Garga, P & Bagga, R (2009) “A comparative study of opportunities, growth and problems of women entrepreneurs” *Asia-Pacific Business Review*, Jan-March, 2009.

Global Entrepreneurship Monitor (GEM) (2004). *Women and Entrepreneurship*. Center for Women's Leadership. Anson College. MA, USA.

Goffee, R. and Scase, R. (1985) *Women in Charge: The Experiences of Female Entrepreneurs*, Allen and Unwin, London.

Haque, A.U., & Yamoah, F. (2014). "Gender Employment Longevity: I.T Staff Response to Organizational Support in Pakistan," *International Journal of Academic Research in Business and Social Sciences*, vol. 4 (12), pages 324-347.

HPC. (2015). *Art of Feminine Leadership*. Available at: <http://www.highestpath.com/art-of-feminine-leadership/>.

Hughes, C. (2015). *American Black Women and Interpersonal Leadership Styles*. *Transgressions: Cultural studies and Education*. Interpersonal Communication. Shirley R. Steinberg (Eds). Sense Publishers.

Humbert, A. L., Drew, E., & Kelan, E. (2009). Gender identity and ICT entrepreneurship in an Irish Context. In Pines, A. M. And Ozbilgin, M.F. (eds), *Handbook of Research on High Technology Entrepreneurs*, Edward Elgar, Cheltenham.

Husain, Z. (2012). Dismal Pakistan ranks 134 out of 135 countries in Gender Gap Index 2012. *Express Tribune Pakistan*. Available at: <http://tribune.com.pk/story/456320/dismal-pakistan-ranks-134-out-of-135-countries-in-gender-gap-index-2012/>.

International Fund for Agricultural Development (IFAD). (1995). *Enabling Poor Rural People to Overcome Poverty in Developing Country*. Available at: <http://www.ifad.org/gbdocs/gc/26/e/markets.pdf>.

ILO (2010). *Women's Entrepreneurship Development. Encouraging women entrepreneurs for jobs and development*. Available at: [http://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/---ifp\\_seed/documents/publication/wcms\\_175471.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_seed/documents/publication/wcms_175471.pdf).

ILO. (2010). *Women Entrepreneurs in Pakistan: How to Improve their Bargaining Power*. Available at: <http://www.tameer.org.pk/images/Women%20Entrepreneurs%20in%20Pakistan.pdf>.

Jaimovich, E. (2011). Sectoral differentiation, allocation of talent, and financial development, *Journal of Development Economics* 96: 47–60.

Konrad, A. M., Ritchie, J. E. Jr., Lieb, P., & Corrigan, E. (2000). Sex differences and similarities in job

- attribute preferences: a meta-analysis. *Psychological Bulletin*, 126, 593-641.
- Kosempel, S. (2004). A theory of development and long run growth, *Journal of Development Economics* 75: 201–220.
- Lerner, M. and Pines, A.M. (2010), “Gender and culture in family business: a ten-nation study”, *International Journal of Cross Cultural Management*, in press.
- Lundstrom, A., & Stevenson, Lois. A. (2009). *Entrepreneurship Policy: Theory and Practice*. International Studies in Entrepreneurship. Vol. 9.
- Mahmood, B., Sohail, M. M., Khalid, S., & Babak, I. (2012). Gender Specific Barriers to Female Entrepreneurs in Pakistan: A Study in Urban Areas of Pakistan. *British Journal of Education, Society & Behavioural Science* 2(4): 339-352.
- Marshall, J. (1998). *Women Travelers in a Male World*. Wiley, London.
- Merchant, K. (2012). "How Men And Women Differ: Gender Differences in Communication Styles, Influence Tactics, and Leadership Styles". CMC Senior Theses. Paper 513.
- Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management Science*. 29(7):770-791.
- Mirza, S. (2014). Women’s employment. *Economic Empowerment - Gender News Pakistan*. Available at: <http://www.pakistangendernews.org/womens-employment/>.
- Mordi, C., Simpson, R., Singh, S., & Okafor, C. (2010). "The role of cultural values in understanding the challenges faced by female entrepreneurs in Nigeria", *Gender in Management: An International Journal*, Vol. 25 Iss: 1, pp.5-21.
- Ndemo, B., & Maina, F.W. (2007). Women Entrepreneurs and Strategic Decision Making. *Management Decision Journal*, 45(1), 75-82.
- Ngonze, M. L. (2006). Fostering Women Entrepreneurship in Kenya through an integrated approach framework. Paper presented in the 3rd Annual Entrepreneurship Conference organized by the United States International University (USIU).
- Onsongo, J., Owuor, M., Oketch, S., & Kariuki, G. (2006). *Persistence of Discrimination against Women in Property Ownership among selected communities in Kenya*. Nairobi: CUEA Press.

Orhan, M. & Scott, D. (2001). Why women enter into entrepreneurship: An explanatory model. In *Women in Management Review*, 16, 232-243.

Pareek, D. (1992). 'Entrepreneurial role stress.', Mimeographed Ahmedabad: Indian Institute of Management.

Pines, A. M. and Schwartz, D. (2008), "Now you see them, now you don't: gender differences in entrepreneurship", *Journal of Managerial Psychology*, Vol. 23, pp. 811-32. Sarkar, D. (2007). The role of human capital in economic growth revisited, *Applied Economics Letters* 14: 419–423.

Ramayah, T., & Harun, Z. (2005). Entrepreneurial intention among Universiti Sains Malaysia students. *International Journal of Management and Entrepreneurship*, 1(1), 8-20.

Samuelson, P. (2001). A Ricardo-Sraffa Paradigm Comparing the Gains from Trade in Inputs and Finished Goods. *Journal of Economic Literature*, 39(4), 1204–14.

Schumpeter, J. A. (1934). *The theory of economic development: an inquiry into profits, capital, credit, interest, and the business cycle*. Harvard University Press, Cambridge, MA.

Shaban, N. (2011). Overview of policies and legal framework for promoting women in socio-economic development and in business in the partner's states. Paper presented at the EAC Conference on the role of women in socio-economic development in business Kigali, Rwanda.

SMEDA Pakistan (2015). Women Entrepreneurship Initiatives. Available at: [http://www.smeda.org/index.php?option=com\\_content&view=article&id=236&Itemid=574](http://www.smeda.org/index.php?option=com_content&view=article&id=236&Itemid=574).

Sonobe, T., Hu, D., & Otsuka, K. (2004). From inferior to superior products: an inquiry into the Wenzhou model of industrial development in China, *Journal of Comparative Economics* 32: 542–563.

Stevenson, L., & Onge, A. (2005). Support for Growth-Oriented Women Entrepreneurs in Kenya. International Labor Organization, Geneva.

Sylvia, C., & Pedwell, C. (2008) *Women, gender and the informal economy: An assessment of ILO research and suggested ways forward*/Sylvia International Labor Office. Geneva: ILO.

Thierstein, A & Wilhelm, B., (2001). Incubator, technology, and innovation centres in Switzerland - Features and policy implications. In: *Entrepreneurship & Regional Development*, Vol. 13, pp. 315-331.

Tvaronaviciene, M., & Grybaite, V. (2012). Sustainable development and performance of institutions:

approaches towards measurement, *Journal of Security and Sustainability Issues* 1(3): 167–175.

Twenge, J. M. (2001). Change in women's assertiveness in response to status and roles: a cross-temporal meta-analysis, 1931-1993. *Journal of Personality and Social Psychology*, 81, 133-145.

Ven, S., Tigineh, M., & Lanny, H. (2007). Drivers of urban entrepreneurship: an integrative model. *International Journal of Entrepreneurial Behavior & Research*. 13(4):235-51.

Wharton, (2005). The ‘Masculine’ and ‘Feminine’ Sides of Leadership and Culture: Perception vs. Reality. *Leadership Blog*. Available at: <http://knowledge.wharton.upenn.edu/article/the-masculine-and-feminine-sides-of-leadership-and-culture-perception-vs-reality/>.

Woldie, A., & Adersua, A. (2004). Female entrepreneurs in transitional economy: Business women in Nigeria. *International Journal of Social Economics*, 31(1), 78-93.

World Bank.(2010). *Gender and Economic Growth in Pakistan*. Retrieved December 26, 2015. from Washington, DC: World Bank.

Zealelem, T., Temtime, S. V., Chinyoka, J. P. W., & Shunda, J. P. W. (2004). A decision tree approach for integrating small business assistance schemes. *Journal of Management Development*.23(6):563-578.

**APPENDIX**

**Table 1**

1	2	3	4
Strongly Agree	Agree	Disagree	Strongly Disagree

**Table 1** reflects the present study's matrix scale used to measure the responses gathered through research instrument.

<b>Table 2</b>			
<b>Case Processing Summary</b>			
		N	%
Cases	Valid	37	84.
	Excluded <sup>a</sup>	7	16.0
	Total	37	100.0

<b>Table 2</b>			
<b>Case Processing Summary</b>			
		N	%
Cases	Valid	37	84.
	Excluded <sup>a</sup>	7	16.0
	Total	37	100.0
a. Listwise deletion based on all variables in the procedure.			

**Table 2** reflects valid responses included in research.

<b>Table 3</b>		
<b>Reliability Statistics for Societal Attributes</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.763	.763	4

**Table 3** reflects statistical reliability of social attributes.

**Table 4**  
**Reliability Statistics Research constructs in the Questionnaire**

<b>Constructs</b>	<b>Cronbach Alpha (<math>\alpha</math>) Coefficient</b>
Feminine Style of Management	0.78
Feminine Leadership Style	0.71
Male employees' performance	0.63
Level of Poverty	0.79
Employment Opportunity	0.81
Living Standards	0.75

**Table 4** reflects reliability of statistical items on scale.

**Table 5**

<b>DESCRIPTIVE STATISTICS</b>									
<b>Description Percentages</b>									
<b>City</b>	<b>Islamabad</b>		<b>Karachi</b>		<b>Lahore</b>	<b>Peshawar</b>		<b>Quetta</b>	
	21.6		24.3		24.3	16.2		13.6	
<b>Age</b>	<b>18-28</b>	<b>29-39</b>	<b>40-50</b>	<b>51-61</b>	<b>62 or Above</b>				
	13.5	46.7	28.1	8.1	3.6				
<b>Qualification</b>	<b>10th Standard</b>		<b>College</b>		<b>Graduation</b>		<b>Masters</b>	<b>Other</b>	
	2.7		10.8		51.3		29.7	5.5	
<b>Experience</b>	<b>Less than 1 year</b>		<b>1-2 years</b>		<b>3-5 years</b>		<b>6-7 years</b>	<b>8-9 years</b>	<b>10 or Above</b>
	10.8		18.9		24.3		8.1	16.3	21.6

Table 5 reflects descriptive variables.

**Table 6**  
**Correlations**

	Feminine style of Management	Female Style of Leadership	Male employees' performance	Level of Poverty	Living standards	Employment Opportunities
Feminine style of Management	1	.624	.901	.609*	.721*	.428*
Pearson Correlation		.624	.901	.609*	.721*	.428*
Sig. (2-tailed)		.104	.000	.003	.000	.004
N	37	37	37	37	37	37
Female Style of Leadership	.624	1	.039*	-.282*	-.004	.236*
Pearson Correlation	.624	1	.039*	-.282*	-.004	.236*
Sig. (2-tailed)	.104	.039*	.005	.000	.002	.001
N	37	37	37	37	37	37
Level of Male employees' performance	.901	.039*	1	-.012	-.064	-.030
Pearson Correlation	.901	.039*	1	-.012	-.064	-.030

performance	Sig. (2-tailed)	.000	.005		.872	.402	.698
	N	37	37	37	37	37	37
Level of Poverty	Pearson Correlation	.609*	-.282*	-.012	1	-.041	-.670*
	Sig. (2-tailed)	.003	.000	.872		.593	.000
	N	37	37	37	37	37	37
Living standards	Pearson Correlation	.721*	-.004	-.064	-.041	1	.050
	Sig. (2-tailed)	.000	.002	.402	.593		.510
	N	37	37	37	37	37	37
Employment Opportunities	Pearson Correlation	.428*	.236*	-.030	-.670*	.050	1
	Sig. (2-tailed)	.004	.001	.698	.000	.510	
	N	37	37	37	37	37	37

\*. Correlation is significant at the 0.05 level (2-tailed).

**Table 6** reflects correlation of variables.

**Table 7**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 <sup>a</sup>	.488	.481	.447584

a. Predictors: (Constant), level of poverty, living standards, employment opportunities, male performances

b. Dependent Variable: Leadership Style of Female Entrepreneurs

**Table 7** reflects model summary R-Square to show the strength.

**Table 8**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.459	1	10.153	68.028	.000 <sup>b</sup>

Residual	32.980	36	.195	
Total	63.439	37		

a. Dependent Variable: Leadership Style of Female Entrepreneurs

b. Predictors: (Constant), level of poverty, living standards, employment opportunities, male performances

**Table 8** reflects regression and residual items.

**Table 9**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 <sup>a</sup>	.478	.472	.441380

a. Predictors: (Constant), level of poverty, living standards, employment opportunities, male performances

b. Dependent Variable: Feminine Style of Management

**Table 9** reflects modal summary for predictors and variables.

**Table 10**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.965	1	5.110	52.876	.000 <sup>b</sup>
	Residual	34.375	36	.197		
	Total	67.34	37			

a. Dependent Variable: Feminine Style of Management

b. Predictors: (Constant), level of poverty, living standards, employment opportunities, male performances

**Table 10** reflects ANOVA test.

**Table 11**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.255	.217		14.978	.000
	Male Employee Performance	.046	.005	.580	1.157	.000
	Level of Poverty	.015	.005	.186	1.014	.000
	Living standards	.003	.003	.053	1.902	.005
	Employment Opportunities	.007	.021	.019	1.346	.003

a. Dependent Variable: Leadership Style of Female Entrepreneurs

**Table 11** reflects *Coefficients*.

**Table 12**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.623	.163		13.816	.000
	Male Employees' performance	-.063	.007	-.650	-9.235	.000
	Level of poverty	-.009	.015	-.019	-.346	.004
	Living standards	.006	.009	.042	.651	.001
	Employment Opportunities	.054	.061	.057	.886	.000

a. Dependent Variable: Feminine Style of Management

**Table 12** reflects *coefficient*.