

**UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI**

**FACULTY OF SOCIAL SCIENCE**

**DEPARTMENT OF ECONOMICS AND INDUSTRIAL  
MANAGEMENT**

**TOPIC**

**THE ENTREPRENEURIAL COMPETENCIES OF WOMEN IN  
WESTERN REGION**

**A PROJECT REPORT SUBMITTED TO THE DEPARTMENT  
OF ECONOMICS AND INDUSTRIAL MANAGEMENT,  
FACULTY OF SOCIAL SCIENCES IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE AWARD OF  
POSTGRADUATE DIPLOMA IN INDUSTRIAL MANAGEMENT**

**BY**

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## ACKNOWLEDGEMENT

I thank the Almighty Father for his guidance and help whilst writing this book. I incurred obligation to scores of persons throughout the country who volunteered useful suggestions or gave essential information when consulted. To each of them, too numerous to list here, I give thanks.

I wish especially to acknowledge the wise counsel of my supervisors Prof. S.E. Inkoom and Mr. W.A Gagakuma who provided me with comprehensive and most helpful list of corrections and suggestions.

Special thanks goes to the personnel of Empretec Ghana Limited, Kumasi especially Mr. Ebow Fynn. I cannot overlook the morale and financial support I received from my parents Mr. and Mrs Asaam. My sincere thanks also goes to Mr and Mrs Tamakloe without whom my stay in Kumasi would have been difficult. My special thanks also goes to all my colleagues, especially Mr. Samuel Adu-Boafo who encouraged me in writing my thesis.

Especially I acknowledge the help offered by my room mate, Miss Sarah Okai and my friend Cynthia Addawoo. To my dear one, Mr. T.K. Markey, I say thank you. Without your support nothing would have been achieved.

Finally, my sincere thanks goes to Miss Patience Armarfio for processing and printing out this book.

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## INTRODUCTION

Present economic and political thinking favours private sector initiatives as a solution to today's deteriorating economic and unemployment problem. Therefore, there is a worldwide concern to mobilize individual initiative and stimulate the use of entrepreneurial talents for economic development.

The Ghanaian government's educational reforms as well as policies of some non-governmental organizations emphasize the training of women to acquire and build on their talents. The results from such training is usually expensive and only a few people benefit from such training.

The changing female role from one who is part breadwinner calls for the developing and building of their skills. A woman usually starts an enterprise to support her family with frequently lower educational background and lack of access to capital. This compels them to enter into traditional economic activities such as petty trading services (restaurant, hairdressing) small processing and production. Traditional women's skills are already crowded in the sense that many women having had basic education or most often none at all, are attached

to apprenticeship in hair dressing or dressmaking. skills, access to credit, technical solutions as well as. The market for their products is already chocked. After their apprenticeship they do not have the patronage they expect and when such a situation arises they become frustrated and turn to the commonest of all trades - petty trading. Stalls are erected in front of their houses or along streets and most often they go hawking to catch a greater share of the market of their wares. The domestic life and the business life of the women is usually intertwined.

This thesis seeks to study entrepreneurial competencies. To improve the business life of the woman, there is the need to understand her circumstances and its effects on the enterprise. entrepreneurial competencies that characterize Ghanaian women. This study will therefore research into

This will help identify factors or characteristics which are inherent in individuals as well as external factors such as the dual role of keeping the business going and satisfying their domestic demands and adopt strategies to strengthen positive forces and minimize or remove negative ones. of the study lies in the following:-

To be able to come out with any meaningful strategy or solution, there is the need to access entrepreneurial qualities that Ghanaian women possess. It is from this

point that one can think of improving her business skills, access to credit, technical solutions as well as family problems. persons who can best initiate their own ideas and come out with successful ventures.

Even though there has been significant growth of female self-employment, much of what is known about their characteristics, their motivations, family background, occupational experiences and problems are based on studies of male entrepreneurs.

### 1.1 OBJECTIVES OF THE STUDY

This thesis seeks to study entrepreneurial competencies in Ghanaian women and factors that will enhance resource development of the Ghanaian woman. It will establish the various entrepreneurial competencies that characterize Ghanaian women. This study will therefore research into whether or not female entrepreneurs have peculiar characteristics, identify them and recommend lines of action.

### 1.2 SIGNIFICANCE OF THE STUDY

The significance of the study lies in the following:-

- i. It will establish entrepreneurial characteristics exhibited by Ghanaian women.

- ii. It will enable policy makers and programme directors in the state and private organizations to determine persons who can best initiate their own ideas and come out with successful ventures.
- iii. It will help programme directors come out with training programmes which will be best for each identifiable group of persons interested in setting up their own businesses.
- iv. It will help financial institutions and other sponsoring agencies identify persons who have higher chances on success and invest in them.
- v. Most importantly, it will assist the private individual to find her own bearing in relation to the selection of profitable ventures.

### 1.3 DATA SOURCE AND METHODOLOGY

To determine the entrepreneurial competencies, a questionnaire will be designed and administered based on research and existing profile on entrepreneurs.

Research will be graded and results weighted according to its relative importance. Extra scores will given to answers expressed in the first person singular rather

than those expressed in other personal pronouns. This will indicate what the person can do for himself rather than what he can do with the help of others.

THE SAMPLE: One hundred women will be interviewed from three groups, namely:- Women in higher institutions of learning , Women in a village and women in the market, 40%, 20% and 40% respectively. A greater percentage is allotted to women in higher institutions of learning and the market because there is relatively an increase in the number of women who are now pursuing higher courses, in the market women from all walks of life come there and a sample selected there will give a better representation of women in general. Women in villages usually engage in subsistence farming with little or nothing at all to sell by way of doing business. This will provide a basis for differentiating among the groups.

#### 1.4 LITERATURE REVIEW

A lot of theories have been propounded on who the entrepreneur is. There are economic, social and psychological theories all pointing to various traits and personalities attributed to the entrepreneur.

David Mc Clelland in his book, *The Achieving Society*<sup>1</sup> rejected the idea that economic development or growth was

caused by exogenous factors such as material resources.

Rather his work introduced a link between the individual and economic growth in a form of a psychological motive, the need to achieve. Most attempts to define the characteristics of entrepreneurs has established the need for achievement as a major characteristic.

Another psychological characteristic identified is that of an internal locus of control described by Shapero as being dependent on internal reinforcement<sup>2</sup> therefore more reliant, desirous of independence and autonomy. The internal locus of control covers characteristics namely; self confidence, resourcefulness, innovative, creativity, initiative taking, independence and leadership.

1. Mc Clelland, D. C, The Achieving Society, Princeton, New Jersey, Van Nostrand, 1961, P. 16
2. Shapero, A., Entrepreneurship and Economic Development, Proceedings of Project ISEED, SUMMER 1975), P. 187

In Ghana, the potential of women as agents of change and socio-economic advancement have gone unrecognised until recently. Women have been traditionally seen as housekeepers, firewood gatherers, livestock raisers in addition to bearing and taking care of children.<sup>3</sup> According to 1984 population census women are playing significant roles in the national economy. In the Ashanti Region, more than 60,000 women are self-employed as compared to the number of self-employed men.<sup>4</sup> Generally women are engaged in small scale, low productivity and low income earning areas. In Kumasi their preference areas tend to be agriculture, manufacturing of food whilst mining, manufacture of wood and paper product and construction remain in the prerogative of men.<sup>5</sup>

A survey of selected females in Ghana conducted by Mary Amusah in 1977 revealed that there is a high level of female entrepreneurship in Ghana. This ranges from publishing and advertising to manufacturing and construction. They are small and medium sized without branches. The enterprises are started with the proprietors own capital and little credit from financial institutions.

3. Bonsu Sakeena, "Women and Development" - A research project in part fulfillment of a B.A. Degree, University of Ghana Legon. Unpublished 1980
4. Population Census Ghana, Ashanti Regional Report P. 187
5. Loc. Cit

The document revealed that the enterprises have less than fifty employees. A large percentage of female entrepreneurs indicated that they are in no way handicapped in the world of business<sup>6</sup>.

In another study on the role of Ghanaian women in the development of small scale industries in Madina and Achimota, it was revealed that women are mostly engaged in the preparation of food, oil extraction perfumery, tailoring, pottery, soap making, batik, tie and dye goods. It was found out that the level of education does not appreciably affect the type of industrial venture they undertake. It was found out that the level of education does not appreciably affect the type of industrial venture they undertake. It was concluded that if well supervised and directed it will form one of the vehicles of social progress and for stimulating investment.<sup>7</sup>

6. Amusah, Mary, "High Level Female Entrepreneurship in Ghana", A project submitted in part fulfillment of B.A. Degree 1977, Unpublished, University of Ghana Legon 1977.
7. Boadu-Ansah, Hardy Yaw, 'The role of women in the development of small-scale industries. A case-study; of sub-urban Accra' A project submitted in part-fulfillment of B.A Degree at University of Ghana, 1988 unpublished.

## CHAPTER TWO

### COMPETENCIES AND BACKGROUND OF ENTREPRENEURS

There is something about the entrepreneur that distinguishes or differentiates him or her from the rest of the population. The purpose of this chapter is to outline the unique characteristics of a person who successfully launches a new venture. Developing an understanding of the factors linked with the initiation and success of a new venture is an important step in encouraging potential entrepreneurs and improving their economic impact.

Many individuals ask the question, "should I start my own business?" The driving force behind this desire, is the desire to be one's own boss, to be independent. Since there is no definite measure that allows an individual to determine if he or she has what it takes to be entrepreneurial, we have to rely on characteristics that have been portrayed by successful ones.

Many business are started but only a few achieve success. To help avoid this high failure rate and be one of the successful entrepreneurs there is the need to assess your entrepreneurial competency. You have to evaluate your

Also a study by Elvina Haick on educated women traders in Kumasi revealed that education is a necessary factor for trade and from the study the women complained about taxes, low sales and problems associated with the acquisition of loans<sup>8</sup>.

She concluded that there is no correlation between the level of education attained and the profit made by women traders<sup>9</sup>.

From the preceding literature much has been studied and research into the venture of the Ghanaian women, her problems and probable solutions to them. While all these areas of research have provided valuable insights into not only the nature and characteristics of women and their venture and general entrepreneurial factors affecting performance, many questions; remain unanswered. What are the characteristics of female entrepreneurs in Ghana? How does it influence the success of women owned ventures? What is the impact of their background on the growth of their business? How can policy makers and financing institutions identify persons who can be better entrepreneurs?

8. Haick Elvina, 'Educated Women Traders in Kumasi A case-study of Adum Area and the Central Market, A project in part-fulfillment of B.A Social Sciences Degree, U.S.T. Kumasi, 1987, P.34

9. 1 bid., P44

real interest and desires before you become involved in the entrepreneurial process.

The entrepreneurial process involves identifying and evaluating the opportunity, developing a business plan, determining the resources required and the management of the resultant enterprise created.

Success in business does not consist of book keeping, manufacturing and marketing of goods alone but it is important to have certain personal entrepreneurial competencies. These are important in starting as well as running a business. Below are the ten personal entrepreneurial competencies established from earlier researchers.

#### THE TEN ENTREPRENEURIAL COMPETENCIES

- i. Opportunity seeking and initiation
- ii. Risk taking
- iii. Demand for efficiency and quality
- iv. Persistence in the face of obstacles
- v. Commitment to work contract
- vi. Information seeking
- vii. Systematic planning and monitoring
- viii. Goal Setting

- i. Persuasion and Networking
- x. Independence and self confidence

### OPPORTUNITY SEEKING AND INITIATION

An entrepreneur is not necessarily an inventor in the traditional sense, but one who is able to carve out a new niche in a market place invisible to others. However, entrepreneurship initiatives has benefits to society among which is the creating of new technologies, products and services. An entrepreneur does things before being asked or forced by events.

His interest is to explore and extend businesses into new areas, products and services. The venture is founded on the owners original idea of a new product.

Economist believe that innovation is an essential precondition for productivity growth. One entrepreneurial innovation gives rise to many others.

An entrepreneur seizes unusual opportunities to start a business. When it comes to the question of how to get land, finance, equipment, work space and assistance. Getting the initial assistance is not an easy task and it takes one who has greater initiative and aggressiveness to achieve success.

Also an entrepreneur does things in his own way and time. He does not wait for someone to come up with an idea before he follows suit. This characteristic may reflect in one's social life. One who does not allow a friend to decide where he to have a lunch or decide on social activities he can better come up with his own initiatives.

### RISK TAKING

Can you take risk with money? That is, invest and not know the outcome? Every initiative has a degree of risk associated with it. An entrepreneur is a professional risk-taker. This means that he takes measured risks. Often the successful entrepreneur exhibit an incremental approach to risk taking, at each stage exposing himself only to a limited measured amount of personal risk and moving from one stage to another as each decision is proved. An entrepreneur does so by placing himself in a situation involving a challenge and seeing to it that it is achieved. Risk taken must always be calculated.

Risk taking whether financial, social or psychological is part of the entrepreneurial process. There is no need to gamble when it comes to investing money. The success of the venture will depend highly on taking moderate risk by determining the risk associated with the venture.

An entrepreneur should not be afraid of decisions and does not need to know what has been done he will be willing to try it.

In determining the venture one wants to undertake must calculate and evaluate risk associated alternative and on this basis make a choice. Also comes to determining the means of financing the venture one must decide which way to obtain a start-up capital.

PERSISTENCE IN THE FACE OF OBSTACLES  
Risk is higher in high technology companies so there is the need to diversify; loss or failure in one activity product will be covered by the success of other

DEMAND FOR EFFICIENCY AND QUALITY

The entrepreneur who succeeds in developing a new product will need to meet or exceed set standards of excellence. To develop a successful product, there is the need to obtain resources to maintain an effective research and development unit capable of producing a continual flow of new products and at the same time being taken over by a larger predator company.

With a high technology company there will be the need to raise more capital, more management skill to develop, produce, finance and market the new product.

manufacturing processes there is the demand for efficiency and quality.

#### CONFIDENTIAL TO WORK CONTRACT

When more cash is put into research and development new ways to do things better, cheaper and faster can be adopted. The entrepreneur must always ensure that work is completed on time and meets agreed upon challenging standards or quality.

#### PERSISTENCE IN THE FACE OF OBSTACLES

An entrepreneur must have the ability to bounce back. Such a person must cope with making mistakes and still have the confidence to try again. Businesses exist in an environment which keeps on changing and there is general competition for every product. For this reason an entrepreneur more often than not takes repeated action and switches to alternative strategy to meet a challenge or overcome an obstacle. In the face of strong competition an entrepreneur will not give up but always find a way out to success. The need for persistence must be reflected in all that the entrepreneur does. In such situations sources of supply of materials may be choked and it is there that the entrepreneur must exhibit total quality persistence. In the face of significant obstacles he must not give up. Where the need arises he must take personal responsibility for performance necessary.

achieve set goals.

### COMMITMENT TO WORK CONTRACT

An entrepreneur has total commitment. Hard work, energy and single mindedness are essential elements in the entrepreneurial profile. Anybody wishing to set up a new business must ask himself whether he is ready to sacrifice and extend extra-ordinary effort to complete a job.

Where targets have to be met he must be ready to pitch in with workers or takes their place to have the target met. To the entrepreneur the customer is king and at all times strives to keep customers satisfied not only in the short run but the long run as well. Emphasis is placed on long term goodwill rather than a short term gain.

### INFORMATION SEEKING

Many in business do not take time to plan and set their objectives. To come out with a good plan or strategy one must be provided with information that is needed. The sources of information may be within the organization itself or outside concerning environmental factors. An entrepreneur must personally seek information from clients, suppliers or competitors. They need to know the needs of customers, the nature of their products, market

and their competitions, the strength of public opinion and governmental pressures as well as the state of economy. Without such information they will be unable to make plans for the future which are achievable in view of environmental conditions.

To be able to survive in a market or take a greater share of it, an entrepreneur should fish out for all the information he needs. It is not easy getting information from competitors but a good entrepreneur will rely on suppliers and clients to give such valuable information.

When it comes to the purchase of materials or resources an entrepreneur should personally look for a place to get these at a lower price. Once this has been done a good product must be produced or service offered. This can best be done through a market research. It is only when the entrepreneur knows what the customer need that he can produce to meet it. When the right product has been produced it will sell by itself.

There are situations where the technical aspects concerning a particular situation or product is beyond the knowledge and skill of the entrepreneur, under such situations it is best to consult experts in that field.

## GOAL SETTING

The purpose of every plan is to make it easier for business to achieve a goal or objective. Unless entrepreneur knows what his goals are, very little be achieved. Goals set must not be static, they need be monitored revised and fine-tuned when the need arises or as priorities change or circumstance change.

When a person sets a goal for himself and puts it in writing there is a greater likelihood that he will go through that objective and actually achieve it. Entrepreneur must set clear goals which must be challenging. It is meaningless when it is too difficult to achieve.

Plans set should cover both the short and the long term. Long-term plans indicate a commitment by an organization to a certain course of action. The length of plan period should be long enough for commitment to these decisions to be reflected in the determination of objectives, strategies and resource allocation. Short-term measurable objectives must be set. A company should consider profitability as a major objective.

In the long run apart from profitability there are other qualitative considerations such as social responsibility

employee welfare, corporate image, standards or se  
and reputation that must be achieved.

### SYSTEMATIC PLANNING AND MONITORING

Many in business do not take the time to plan an  
their objectives. There is the need for  
entrepreneur to plan. Every entrepreneur needs to  
and the plan serves as a blue print to follow and l  
the mistakes that one may make in business.

Plans once formulated, should not be rigid becaus  
future is uncertain and plans should be changed  
necessary to meet unforeseen circumstances which  
arise. The need for flexibility calls for short  
plans, which are more detailed and can be rev  
regularly. In the manufacturing process, standards s  
be set and performance monitored, periodically to  
whether it conforms or has deviated from set stand  
Where there are divergence it will be corrected an  
back into the system.

There is the need to forecast profit and loss. Thi  
be effectively done where financial records are  
These can be used to determine whether or not cash  
are in the right directions and they are consistent  
set objectives. Results from such financial record

be a good source of data for future management de

Having adopted a plan, an entrepreneur should s  
that they are implemented economically and expedi  
Accounting records can help determine which areas  
business are viable and others which are faili  
will help determine where to concentrate attent  
them.

### INDEPENDENCE AND SELF CONFIDENCE

An entrepreneur usually has a difficult time wor  
someone else. He seeks autonomy from rules of cc  
others and at all times expresses confidence in  
ability to complete a difficult task.  
though there might be similar products on the market.

An entrepreneur is self confident all rounded  
person can make the product, market it and co  
money and above all he has the confidence that h  
to move on through difficult times. He always  
confidence to try again when at first he c  
succeed. He always takes up the individual respon  
for solving problems, setting goals and reachi  
goals through his own effort. He seeks autonomy  
rules and control of others and establishe  
confidence in his ability to accomplish a task. I  
easily swayed by events or circumstances, but s  
his own judgment in the face of opposition or ea

of success. Good family environment plays a major role in making an entrepreneur. These include birth order,

### PERSUASION AND NETWORKING

An entrepreneur should have the ability to influence others to work willingly towards the goals he has set and to the best of their capabilities. This can be done by the use of deliberate strategies to influence or persuade them.

The ability to persuade and influence others is reflected when it comes to his dealings with his suppliers and customers. He is able to market his products easily, at a price which will be appealing to his customers even though there might be similar products on the market. Where the need arises an entrepreneur uses people as agents to accomplish a task. Every action he takes is to develop and maintain business contracts in order to achieve set targets and objectives.

### BACKGROUND OF ENTREPRENEURS

The background of successful entrepreneurs explored has a bearing on the businesses of these persons. The childhood family environment, education and work history reflect in subsequent career.

The childhood family environment plays a major role in making an entrepreneur. These include birth order, parent's occupation, social status and one's relationship with parents. A first child receives so much special attention that helps the child develops self confidence. Having a father who is self employed provided a strong aspiration for the entrepreneur. The independent nature and flexibility of self employed exemplified by a father is ingrained at an early age. Parents are supportive and encourage independence, achievement and responsibility.

Also education is important in the upbringing of the entrepreneur. Its importance is reflected not only in the level of education one obtains but in the fact that it continuous to play a major role in helping to cope with problems.

Formal education although not necessary for the start of a business, provides a good background when it is related to the field of the venture. The ability to deal and communicate with people either in spoken word or in writing is very important in any entrepreneurial activity.

Work history may be a negative displacement decision to start a new venture and it is also in the growth and eventual success of a venture. Dissatisfaction often motivates the launching of a new venture. Previous experiences such as that of operating a business, developing channels of distribution, and marketing are very important. These are reflected in subsequent career.

PRESENTATION AND ANALYSIS OF DATA

INTRODUCTION

This chapter will present and analyze data collected by the researcher. The study was conducted in Sekondi/Takoradi, the regional capital of Western region. Forty women were interviewed at the Takoradi Market Circle, forty were interviewed at the Takoradi Polytechnic and the Nurses' Training college, all in Sekondi. As part of the sample, twenty women were interviewed at Fijai village, a village few kilometers from the Effia Nkwata Hospital.

Responses from the questionnaire were graded by the researcher and weights given to each question depending on its importance in relation to the entrepreneurial competencies established in the previous chapter.

In the analysis of the data, emphasis will be laid on the socio-demographic characteristics of respondents, the degree of power exhibited by the respondents, the ability to plan as well as their ability to achieve set goals.

## 3.1 SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

The socio-demographic characteristics of the respondents were graded or weighted. Their purpose was to help in determining childhood environment, education and work experience influence the building of individual entrepreneurial ability

Table 3.1.

Percentage Distribution of the Level of Education of Respondents

Type of Respondents	Level				
	No. Formal Education	First Cycle	Second Cycle	Third Cycle	Total (%)
Higher Educational Institutions	-	-	60	40	100
Market Area	35	25	32.5	7.5	100
Rural Setting	50	30	20	-	100

Source: Author's Field Survey, July, 1996

The level of education obtained by the respondents is portrayed in Table 3.1. A greater percentage of respondents in the Market Area as well as those in the Higher Educational Institutions (H.E.I.) had formal education above the first cycle. All the respondents in the H.E.I. had 100% of its respondents in this class whilst the Market Area had 40% of respondents having education above the first cycle. 80% of respondents in the rural area had no formal education. As large as 57% of the respondents were below 30 years. The age of respondents ranged between 20 years and 60 years. (See Appendix)

The marital status of respondents is shown in Table 3.2

Table 3.2 Marital Status of Respondents

	Marital Status			
	Single	Married	Separated	Divorced
Higher Educational Institutions	22	14	2	2
Market Area	12	14	8	6
Rural Setting	3	14	2	1
Total	37	42	12	9

Source: Author's Field Survey, July 1996.

A greater percentage of single women in the survey was recorded in the H.E.I. 22 of the respondents in the H.E.I. as compared to 14 in the Market Area. 3 persons out of the 20 interviewed in the Rural Setting were single. The number of married respondents in all the three identified areas of the survey was 42 and each area recorded 14 respondents. It is obvious therefore that the number of married women in the rural area is comparatively higher.

From the research it was evident that the single women in the H.E.I. accounted for a greater percentage of the respondents who were below 30 years. As large as 67% of the respondents were below 30 years. The age of respondents ranged between 20 years and 30 years. (See Appendix)

It was observed that as much as 35% of the respondents in the market area were either separated or divorced as compared to 15% in the rural setting.

When the interviewees were asked who their source of motivation was, 46 of the respondents said it was their mother, 21 respondents mentioned their father, whilst 14 respondents referred to their spouses, friends or children. This is indicated in Table 3.3

Table 3.3 Primary Source of Motivation of Respondents

Source of Motivation	Type of Respondents			
	Higher Educational Institution	Market Area	Rural Setting	Total
Friends	2	1	-	3
Spouse	1	3	2	6
Mother	12	23	11	46
Father	8	10	3	21
Children	-	3	2	5

Source: Author's Field Survey, July 1996.

From the survey it was obvious that 83% of the respondents had their own businesses or would wish to have one. 13 of the respondents from the H.E.I did not have the desire to establish their own business but would prefer to work for someone as reflected in table 3.4 below.

Table 3.4 Percentage Distribution of Respondents Desire to set up their own Business

Source of Motivation	Type of Respondents			
	Higher Educational Institution	Market Area	Rural Setting	Total
Those having their own businesses	3	33	13	49
Those who will want to set up their own business Children	24	5	5	34
Those who do not have such interest	13	2	2	17

Source: Author's Field Survey, July 1996.

Respondents from the question. What is your primary reason for going on one's own? revealed that most of the respondents, especially the market woman considered money as their primary factor. Table 3.5 below shows that 66% of the respondents were motivated by money 26% were motivated to be on their own because of security. A greater percentage of this group were students who had the present unemployment problem as a major reason. Only 6 of market women saw the need for power as a motivation to be on their own.

Table 3.6 Distribution of Businesses that Respondents Are in Or May wish to Enter

Type of Respondents	Responses Those already in Business	Those who may wish to set up one
Dress Making	10	3
Hair Dressing	8	2
Oil Extraction	7	-
Wholesale/Retail	28	5
Farming	14	-
Fish Smoking	2	-
Teaching	4	-
Nursing	10	-
Building Construction	-	2

Source: Author's Field Survey July 1996.

### NEED FOR ACHIEVEMENT OF RESPONDENTS

As shown in Table 3.6 most of the respondents were on their own and others not yet in their own business however would wish to set up one. When we consider responses given on Part B of the questionnaire (The Need for Achievement), it was revealed that most of the respondents did not want to take risk with money. They were not ready to enter into any venture they had never tried. Most of the respondents would want to know that someone has already tried before they also give it a try. This was most evident with responses from the women in the Market Area.

However, respondents from the H.E.I. had a positive response for the need to take calculated risk and would persist even when others tell them it cannot be done. All the respondents in the H.E.I would want to try new foods, go new places and would enjoy doing things just to prove they can.

Because of the fear of taking risk, most of the respondents in the Market Area scored either 6 or 5, that is 18 respondents and only 7 of them could be considered as having a low ability to achieve set goals (Low Achievers) scoring below 5.

22 respondents in the educational institutions fell in the High Achievers group and on the whole they could be considered as the group which had a high need for achievement. Below is a table which indicates the number of respondents and their ratings in relation to the need for achievement.

Table 3.7 The Need For Achievement

Type of Respondents	Ratings		
	High Above 7	Average 6 & 5	Low Below 5
Higher Educational Institutions	22	18	-
Market Area	15	18	7
Rural Setting	6	12	2
Total	43	48	9

Source: Author's Field Survey, July 1996.

### 1.) Respondents Ability to Plan

A greater percentage of the respondents (80%) operated their own businesses on full time basis and showed that their businesses were limited to their localities and no plans were made to improve their sales, sources of finance or resource acquisition.

Women interviewed in the H.E.I. had a higher ability to plan and organize. They set targets and saw to it that they were achieved.

Most of them did not have businesses of their own but in their small way they saw the essence of planning and planned the use of their money and time.

Women interviewed gave positive response to questions which showed a greater ability to plan. Respondents from the H.E.I expressed a greater willingness to learn what they did not know from others (28 respondents) some of them had immediate or long term plans to be achieved. 4 of the H.E.I. respondents had their own businesses kept

good financial records and the reason given, was to know whether their businesses were achieving success or not. Some of the wholesalers and retailers kept financial records. Apart from some of the literate women who kept records of the finances, some illiterate women respondents kept financial records with the help of their children. Others expressed the desire to keep such

records but they were constrained by their ability to read and write.

Table 3.8 Response On The Ability to Plan

Responses	Type of Respondents			
	Higher Educational Institution	Market Area	Rural Setting	Total
Ability to Organize	18	14	3	35
Plans how to get finance market and resources	6	18	1	25
Willingness to learn new things	28	12	8	48
Having written plans	4	4	-	8
Having Immediate Targets	10	3	-	13
Having a 5 year Plan	22	2	-	24
Keeping Financial Records	4	4	2	10

Source: Author's Field Survey, July 1996.

From table 3.8, the rural women interviewed did not keep financial records and assessed their success in their ability to keep the family going. From table, 3.9, 75% of the respondents could be considered as women who could plan their venture successfully and achieve it through its success. The group which had the greatest percentage of good planners were those in the Higher Educational institutions.

Table 3.9 Respondents Rating On The Ability To Plan

Type of Respondents	Ratings		
	Good	Average	Below Average
Higher Educational Institutions	32	8	
Market Area	18	16	6
Rural Setting	3	8	9
Total	53	32	15

Source; Author's Field Survey, July 1996.

4 Power Exhibited By Women Respondents

Individual ability to exhibit power is evidenced by one's willingness and ability to use strategies to influence and persuade others in order to accomplish a task.

From the above, a successful entrepreneur should express a high degree of confidence in himself and others must be willing to take his word.

From responses from the interview it was observed that respondents did not score much in that part of the questionnaire. Only 18 men has a high score between 8 and 11 and most of these were within the H.E.I. group. As much as 25 of the respondents were rated as low power exhibitors scoring below 6.

of the respondents were rated as moderate power exhibitors as

st 25 who fell in the low power exhibitors range. The above reflected in table 3.10

Power Exhibited by Respondents

Power Ratings	Type of Respondents			
	Higher Educational Institution	Market Area	Rural Setting	Total
High Power	10	5	3	18
Average Power	24	18	15	57
Low Power	6	17	2	25
Total	40	40	20	100

e; Author's Field Survey, July 1996.

3.5 SUMMARY OF WEAKNESSES IN THE ENTREPRENEURIAL COMPETENCIES EXHIBITED BY THE RESPONDENTS

This section presents a summary of the weaknesses of entrepreneurial competencies of respondents and could be stated as follows.

1. There is a general low level of education among women. It was observed that most of the women interviewed could have been more successful as entrepreneurs if they had at least a basic level of education that could make them have the ability to read and write.

As evidenced in the survey, as much as 50% of the rural respondents had no formal education. Thus the literacy rate defined as the ability to read and write is

relatively high among women in the cities. it through  
its success.

Also from the research it was clear that those who had formal educational at least, second cycle scored higher in all the considered as persons who have a promising ability to be entrepreneurs. Education though not relevant to success can help planning, increasing one's confidence and helping in determining whether one is succeeding or not. products. Only a few expressed the

wish to exploit new markets. Most of the respondents saw the need for financial support but  
ii. There is low ability to take risk among the respondents. This was peculiar with the market women and the women from the rural setting. It can be said from the analysis of the survey that as one progresses up the educational ladder one builds his confidence to address situations. Because of the fear of taking risk most of the respondents had a low score in that part of the questionnaire which assessed the ability to achieve. ure in the field

of the venture through learning is an advantage.  
iii. When it comes to planning, it can be said that most women respondents plan by the day. No records were kept and they only determined their success by their ability to pay their creditors and not based on good financial records. Planning entail not

only making the plans but also seeing it through its success.

- iv. Organization for inputs procurement, credit acquisition as well as marketing of their products were based on personal efforts. However, the respondent had not adopted any strategic way of getting their customers, acquiring finance or marketing their products. Only a few expressed the wish to exploit new markets. Most of the respondents saw the need for financial support but did not know how and where to get it.
- v. From the analysis of the survey, it was evident that only a few of the respondents (18 respondents) had a high score on the ability to exercise power to influence others to have things done. Most of these were identified to be within the Higher Educational Institutions' group. Again it goes to confirm the fact that having exposure in the field of the venture through learning is an advantage.
- vi. Apart from experiences acquired through childhood experiences only a few women had had any form of formal training either managerial or technical concerning their business. There is the need for

training in the field of the venture to make women  
function effectively wherever they find themselves.

This final chapter outlines a strategic approach to

## CHAPTER FOUR

### RECOMMENDATIONS AND CONCLUDING REMARKS

This final chapter outlines a strategic framework for determining women who can best be identified as entrepreneurs so that policy makers as well as financial and technical experts can have a greater confidence when giving out loans and other assistance. This is followed in section two with the concluding remarks.

#### 4.1 RECOMMENDATIONS FOR IDENTIFYING POTENTIAL WOMEN ENTREPRENEURS

Analysis of the survey revealed that most of the women were in their prime age and were either in their own businesses or had the zeal to set up one. Also their primary source of motivation was their parents, most especially their mothers. Many were in business to make money and only a few saw power as a source of motivation. Also it was observed that women with basic educational background, at least the first cycle had a higher score for all the major entrepreneurial competencies examined.

Therefore in determining potential women entrepreneurs the following must be considered.

- i. The Socio-demographic background of the women:-  
Most women interviewed either took over the business of the parents or had some childhood experiences with such venture. They were usually afraid to start something new or did not have any experience in. It will be best therefore as a first step to look out for those who are already in business or who have had some experiences in their childhood or through working as an adult.  
must be suitable for their level of education. It
- ii. Secondly, the educational background of would-be women entrepreneurs must always be considered. It must be noted that formal education beyond basic literacy level does not seem to be a necessity. All one needs is the ability to record plans and financial records in terms which can be understood and used for future assessment. There will be a need therefore for program implementers to find a way of improving the literacy level of would be entrepreneurs.
- iii. Once the above requisites are satisfied there is the need for short-listing of applicants by using the researcher's designed questionnaire to determine those who have a high entrepreneurial ability.

iv. When selected there is the need for training. Formal training is required to help improve the technical and managerial skills of entrepreneurs.

With regards to the training in literacy and numeracy skills, the current literacy programs can be intensified to meet the entrepreneurial needs of women. The literacy programs should be functional and must relate to the day to day needs of the entrepreneurs. Technical and managerial training must be suitable for their level of education. It must be noted that training only reveals or induces and develops entrepreneurship and for that matter a person who does not have these entrepreneurial qualities stands a high risk of failing.

v. Finally, there is always the need to distinguish the enterprise from the development of the entrepreneur. Supporting one and ignoring the other will not achieve any good and one must not be denied the support it needs in favour of the other.

#### 4.2 CONCLUDING REMARKS

Entrepreneurship must be seen as a career and an entrepreneur goes through stages of development. These are influenced by education, childhood influences, personality values and interest, childhood family

environment, employment history as well as individual current perspectives.

From the survey, women who had their own businesses and those who had the desire to set up one were more educated than those who did not have such interest. Childhood family environment also plays a role in shaping the woman's entrepreneurial ability.

Support for small scale industry development through promotion institutions cannot serve as a panacea for all the deficiencies in the functioning of women as entrepreneurs. The women themselves need to be innovative in their operations. They must have the ability to perceive business opportunities, have a willingness to act on what is perceived and the necessary organizational skills to effectively mobilize and manage resources for production .

At all times there must be a distinction between the enterprise and the capabilities of the entrepreneur. Usually the development of the capabilities of the entrepreneur tends to be marginalised in the business promotion process. Adequate training which is functional to the needs of the entrepreneur at every stage must be given.

There is more therefore to a successful business than a good idea. There must be a good entrepreneur. Although, the ideal entrepreneur is a fiction, there are certain characteristics that are commonly found in successful entrepreneurs. In many respects, traits such as responsibility tenacity and the ability to think clearly and act under stress are more valuable than the product or service being offered.

Unpublished, 1988.

A project in part-

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A QUESTIONNAIRE FOR DETERMINING THE CHARACTERISTICS AND  
ENTREPRENEURIAL COMPETENCIES OF WOMEN IN GHANA

PART A - Demographic Characteristics

What is your educational background?

Respondent's age

Occupation

Present Marital Status

Mother's Occupation

- a. Business Owner
- b. Professional
- c. White collar
- d. Homemaker

Father's occupational status

- a. Business Owner
- b. Professional
- c. White collar
- d. Blue collar

Do you have your own business or would you wish to start one?

What is your primary motivation to start a business?

- a. To make money
- b. To create job security
- c. To be powerful

What is your primary source of motivation?

- a. Spouse
- b. Friend
- c. Father
- d. Mother
- e. Children

10. What business are you into or may wish to enter?

### The Need For Achievement

What do you consider to be the most important in order to succeed.

- a. Luck
- b. Hard work
- c. Good ideas
- d. Money

Do you have a desire to start your own business more than anything else?

If you are frightened of something, will you try to conquer the fear?

Can you take risk with money when you do not know the outcome?

Do you like trying new foods or going to new places?

Do you need to know that it has been done already before you are willing to try?

Do you enjoy something just to prove you can?

Do you persist when others tell you it can not be done?

THE ABILITY TO PLAN

Do you believe in organising before getting started?

Have you thought of how to get finance, market and resources for your product or service.

Do you know people who have the knowledge of what you lack?

Are you willing to let them teach you or you can do it on your own?

What plans or what do you foresee in your business in 5 years time.?

Have you set targets to be achieved this year?

Do you keep records of your business?

Why do you keep financial records of your business?

Do you have a written plan of your business?

PART D CHECKLIST OF POWER EXHIBITED BY ENTREPRENEURS

Do I need to ask for other's views before I take action?

Do I need to ask for others approval when I know I'm in charge?

Are you afraid to be different from other?

Are you likely to work evenings or weekends to complete a job?

Are people ready to listen to you whenever you suggest an idea?

Do you prefer to let a friend decide on a place for an outing?

Do your conversations discuss people, events or ideas?

If you want something, do you ask for it or wait till someone recognises your need?

a. Do you often feel "That's just the way things are done and there is nothing I can do about it?"

Do you want to be in charge and responsible?

Do you communicate with others effectively to make others understand and to be able to follow your dreams?

ISBN 978-1-4080-5785-8  
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a. Do you often feel "That's just the way things are done and there is nothing I can do about it"

Do you want to be in charge and responsible?

Do you communicate with others effectively to make others understand and to be able to follow your dreams?

AGE DISTRIBUTION OF RESPONDENTS

	Below 30 Years	Below 40 Years	Above 40 Years
her Education stitutions	16	19	5
ket Area	8	11	21
al Setting	6	7	7
al	30	37	33