

## **Effective Managerial Skills and Female Entrepreneurship: A Case Study of Beauty Parlor Business in Karachi**

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### **Abstract**

Entrepreneurs have a vital role in the economic development of any country. By their skills and knowledge, they start their businesses with new ideas to the market. Female entrepreneurs act as the backbone upon which sits the development of economies across the globe. A surge in industrialization and urbanization, along with social legislation and mass accessibility to higher education, have escalated the growth of female-owned businesses in the economies throughout the world. This study explores the need for effective managerial skills being essential for female entrepreneurs for the growth of their businesses in Pakistan. A well-developed and tested questionnaire is used for data collection. Data is collected from 450 respondents on a convenience basis from selected areas of Karachi. For data analysis, descriptive statistics were applied on proposed variables, such as the importance of good administration, planning and controlling, use of Information Technology (IT) in business and sufficient education and required training for female entrepreneurs. The results of the analysis were in favor of using effective managerial skills by female entrepreneurs. This study stands out as the first of its kind in Pakistan intended to serve as a beacon for government regulators to help them address the need and importance of effective managerial skills for Pakistani female entrepreneurs, in turn paving the way for effective decision making and planning activities that may help not only to improve their performance but also to reduce poverty in Pakistan.

**Keywords:** Female Entrepreneurs; Effective Managerial Skills; Entrepreneurship Business; Beauty Parlors

### **Introduction**

Entrepreneurship is an umbrella term that assimilates under it, an activity that entails discovering, evaluating, and exploiting opportunities to beget new

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goods and services, ways of organizing markets, processes, and raw materials through innovating methods that previously had not existed (Madden et al., 2019). A person who establishes a business is called an entrepreneur and when a woman attempts to take part in the latter activity, she becomes a female entrepreneur (Zafar et al., 2019). Female entrepreneurship is of paramount significance in undergirding female empowerment and catalyzing their liberation (Yunis et al., 2018). By accentuating entrepreneurship spearheaded by females in the developing world, it has been observed that the involvement of females in businesses has increased around the globe (Jabeen & Ahmad, 2018). The current census of 2018 estimates the population of Pakistan to be about 202 million; females constitute 49.2% of this population, or almost 50% of the total numbers. Women are participating as female entrepreneurs in every field of life thereby contributing to the economy of Pakistan in a similar manner as men (Khan et al., 2018). To improve females' entrepreneurship, it is unavoidable to extend a well-focused emphasis on the issues that adversely impact female entrepreneurship (Robinson, 2017). Most of such issues are relevant to the managerial aspects of any business (Chowdhury, 2017). Beauty parlor business is one of the most popular businesses run by females in Pakistan, but women entrepreneurs in urban or rural settings, are facing managerial issues. In recent years, it has been observed that the growth in the market of beauty parlors and saloons has seen an exponential proliferation (Karmakar & Chanu 2017). This has begotten from an increased consciousness of the people regarding hygiene, personal grooming, and self-care. The aforementioned market has expanded at such a rapid rate; beauty parlor businesses are now transcending from their current form into a big industry.

An effective entrepreneur always performs an entrepreneurial job with talent and skills for achieving the best results. Training, experience and mentoring could serve well in upholstering effective management skills (Al-Ghamri, 2016). A female entrepreneurial business, such as a beauty parlor, exhumes its main strength from the eradication of a gamut of managerial problems that badly affect the performance of female entrepreneurs (Hamid & Khalid 2016). These problems may appear in various forms and may include, but are not limited to a dismal administrative landscape within the organization, absence of business planning, dwindling control over the enterprise's activities, insufficient IT competency or its application in running pertinent errands, lack of formal education and job training, etc. (Anjum & Farooq, 2015). These issues may be controlled by the entrepreneurs if they are well educated, well equipped with managerial skills and knowledge and are well trained in the field. It is observed that most of the females start beauty parlor business to overcome unemployment and financial crises, but due to lack of required education and proper training may not continue their business (Naseer & Taib, 2014; Ahmed & Siddiqui, 2013).

Until recently, very little research has been conducted for the grey area that is how female entrepreneurs can overcome their existing managerial issues and be able to make their business more profitable. The objective of the study is to find out the managerial issues facing the beauticians and to explore how the gaps can be filled for achieving business targets. The study is focused on the managerial issues of beauty parlors run by female entrepreneurs in Karachi. This study is beneficial for potential female entrepreneurs, already engaged female entrepreneurs and government bodies of SMEDA (Small and Medium Enterprises Development Authority) for policymaking and it may be suitable for the NGOs interested in women empowerment through self-business.

In the subsequent section, a review of pertinent literature has been presented which succinctly sifts through the managerial issues that confront female entrepreneurs at different stages of their businesses. This is followed by a detailed discussion of the research methodology in the third section, which is succeeded by the presentation and discussion of results. Further, a conclusion of the findings of the study have been put forth and in the final section, recommendations of the study are proposed.

### **Literature Review**

Madden et al., (2019) and Zafar et al., (2019) indicated in their respective literature reviews that the main reason for the failure of female entrepreneurship business is the ineffective use of managerial skills (Nawaz, 2018; Jabeen & Ahmad, 2018; Yunis et al., 2018; Khan et al., 2018). According to Chowdhury et al., (2018), female entrepreneurs in developing countries like Pakistan are facing managerial obstacles which appear on the business horizon as behemoths of poor administration and insufficient training and education, as well as dearth of planning and controlling of entrepreneurial activities, coupled with the lack of use of IT in businesses (Panda, 2018; Lindvert, 2018; Zeb, 2018; Kapinga et al., 2018). Tambunan (2017) and Ibrahim et al. (2017) studied that the effectiveness of managerial skills for entrepreneurship must cover the main ingredients of management such as planning and controlling, use of IT in business, and education and training by the female entrepreneurs (Chowdhury, 2017; Schneider, 2017). The lack of knowledge of information technology affects business performance (Karmakar & Chanu 2017; Singh, 2017). According to Robinson (2017); and Sebikari (2017), there is an utmost need for the facilities of information technology in rural areas of developing countries like Pakistan (Karmakar & Chanu, 2017; Al-Ghamri, 2016). Research proved that due to the high illiteracy rate, female entrepreneurs fail to control their managerial issues and face business losses (Vasan, 2016; Taqi, 2016). Shabbir et al., (2016), Hamid & Khalid (2016) and Shabbir et al., (2016) and other scholars point out that the lacking of managerial skills in female entrepreneurs affects their entrepreneurial businesses (Madhukar, 2016; Mustapha & Subramaniam 2016; Yadav & Unni

2016). The World Bank Country Gender Profile of Pakistan condemned the lower status of the Pakistani female entrepreneurs. It is discovered that the female entrepreneurs in Pakistan depend upon internal family relations that boost up the business activities (Jawad, 2016; Petković et al., 2016). Yadav & Unni (2016) explored that the lack of experience severely affects the efficiency of a newly opened business (Abbas et al., 2016). Female entrepreneurs also face the problem of the lack of skilled workers (Pirakatheeswari, 2015). Adnan (2015) and other scholars found that there is no training facility for rural female entrepreneurs in Pakistan (Anjum & Farooq, 2015; Mkubukeli & Tengeh, 2015; Dwibedi, 2015); Muruganantham & Natarajan, 2015; Sabri, 2015; Arasti et al, 2014; Kisto, 2014). According to Devi (2014), female entrepreneurs of the beauty parlors need to be a generalist and gain basic skills and knowledge in managerial functions such as planning, organizing, leading and controlling (Bajpai, 2014). A female entrepreneur who has equipped herself with the managerial skills may run her business affairs more accurately (Naeem et al., 2014; Naseer & Taib, 2014; Agwu & Emeti 2014). (Mahmood et al., 2014; Khan & Khalique, 2014; Obaji, & Olugu, 2014). Ahmed & Siddiqui (2013) explained that the literacy rate in big cities like Karachi was more than that of the small towns and the female entrepreneurs there were either illiterate or meagerly literate up to middle level (class eight) or simply matric and due to this issue their businesses seriously suffered (Aslam et al., 2013; Khan, 2013; Swarnalatha & Anuradha, 2013 ;Ali & Ali, 2013; Mbhele, 2012; Bula, 2012; Parvin et al., 2012; Anjum et al., 2012; Ullha et al., 2012). The female entrepreneurs are supposed to possess management expertise to run their business successfully (Mahmood 2011; Rao et al., 2011; Yahya et al., 2011; Jahanshahi et al., 2010; Salman & Mustaghis-ur-Rahman, 2008). It is emphasized that for any entrepreneurship business, the use of effective managerial skills are the key indicators for the business development and growth (Roomi & Parrott, 2008; Papulová & Mokroš, 2007; Niethammer et al., 2007).

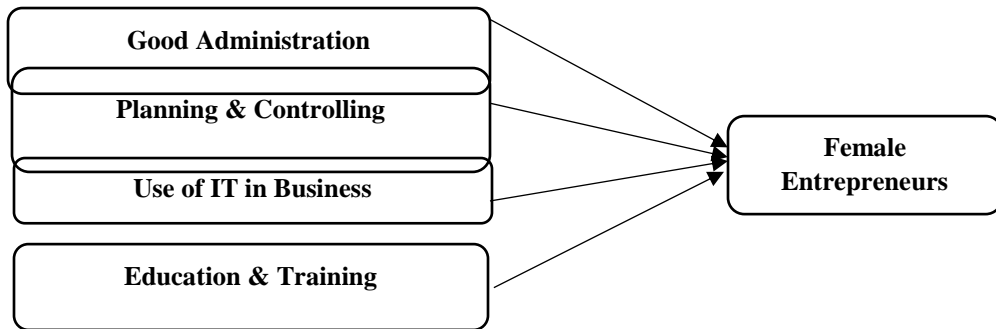
Based on the above literature reviewed, it is extracted that particularly all entrepreneurs and especially the female entrepreneurs of beauty parlors in Karachi may get the maximum benefits from their businesses by practicing the proposed effective managerial skills in their businesses.

### **Conceptual Framework**

The conceptual framework based is on four independent variables and a dependent variable, pictorially shown as:

**Independent Variables**

**Dependent Variable**



**Figure-1: Conceptual Framework**

A conceptual framework of a study provides the right direction to a researcher for the proposed research (Parvin et al., 2012). Figure-1 shows that the four sub-factors of effective managerial skills such as good administration, planning and controlling, the use of information technology in business, and education and training are necessary for increasing the working efficiency of the female entrepreneurs.

### **Research Methodology**

Identifying a research methodology involves a process of choosing research methods and strategies that are going to be used for sampling, data collection, and data analysis, to achieve the desired results of the study. The common steps of the procedure have been discussed as under:

### **Population of the Study**

Female beauty parlors in Karachi are taken as the population of the study. The population of this study inhabits the beauty parlors situated in Gulshan-e-Iqbal, Gulistan-e-Jauhar, North Nazimabad, Orangi Town, Korangi, Kamari and Clifton, Karachi. The population of beauty parlors of the sample area is not structured and not registered except very few. So, the researchers were bound to have a convenient sampling method and only those beauty parlors were approached that were located in the main areas of the city. Moreover, the cooperation of the respondents was not warm because the fear prevailed about the reasons for giving information to outsiders. The respondents were not aware of the significance of the research. However, in certain areas, due to the bad conditions of law and order situations, the prospect of travelling to the originally planned target areas of the city and collect data for the study was fraught with impossibility.

## **Reliability and Validity**

Cronbach's alpha was utilized to gauge the internal reliability of the questionnaire. The result came out to be 0.738 which lies considerably ahead of the standard benchmark of 0.70 as proposed by (Nunnally, 1978). The result was hence emblematic of the research questionnaire's reliability and indicated that different statistical tests could be applied, and the results interpreted with confidence. A pilot study was conducted to testing the questions for finishing time, evaluate the relevance of the guidelines, and so forth; 20 pilot questionnaires were dispersed to beauty parlors of Gulshan-e-Iqbal, Karachi. A series of modifications were then employed to the original questionnaire by taking into consideration the feedback of first batch of respondents. This modified version of the questionnaire was then circulated amongst 10 female entrepreneurs from 6 remaining areas of Karachi mentioned earlier. The remarks and recommendations from these respondents were incorporated into the last questionnaire. The research questionnaire was also checked and validated by an experienced subject matter expert.

## **Closed-Ended Questionnaire**

Primary data formed the basis on which this research study has been founded. For the sake of obtaining research data, a closed-ended questionnaire was taken assistance of. Two existing research instruments that had been used in similar studies previously, served as a guide for contriving the questionnaire for this study. After testing the primitive version of the questionnaire on pilot respondents, a sequence of modification to the original questionnaire were carried out to bring it into its final form which comprised of 15 items using a 1-5 Likert scale. The questionnaire was brought into its final, presentable version after appropriate introduction and instructions were appended to it.

## **Sampling Design and Technique**

For data collection, the convenience sampling technique is used to collect primary data with the help of a closed-ended questionnaire.

## **Sample Size**

A total of 520 questionnaires were distributed among the female beauticians who were requested to complete the structured questionnaire voluntarily and only 450 respondents had responded properly. Therefore, 450 respondents are considered a valid sample for this study.

### **Data Collection Tool and Protocol**

A well-structured and verified questionnaire was used to collect data for the study. All of the questionnaires were circulated among the respondents in study areas personally by the researchers. The data collection process completed in 40 days and then responses were fed into the SPSS software for further analysis and evaluation.

### **Use of Descriptive Statistics**

Descriptive statistics are brief descriptive coefficients that summarize the data gathered from the sample of a population. Descriptive statistics are classified into measures of central tendency that include the mean, median, and mode, while measures of variability include the standard deviation, variance, the minimum, and maximum, etc. Descriptive statistics have been used for variables of effective management skills that encompass various spheres such as uptight administration, efficiently planned and controlled affairs of the business. Moreover, the use of IT in business, as well as the inclusion of well-educated and trained personal, are also considered as variables and the influence of these variables on the better performance of female entrepreneurs (beauticians) is also checked.

### **Data Analysis and Discussion**

Data were obtained from questionnaires based on two parts. Part-A consists of the demographic section including gender, age, education, education, experience, and strength of the respondents, while part-B covers the analytical section including 15 questions and computed the significant results of means, medians, mode, and standard deviations and necessary graphs and tables have drawn for the study.

#### **Part-A: Data Demographics**

In this part, the demographic area of the respondents have been addressed. This section covers the five areas of respondents, such as gender, age, education, experience and strength of female entrepreneurs in different beauty parlors in the selected area of Karachi, Pakistan.

		Age	Gender	Education	Experience	No. of Employees
N	Valid	450	450	450	450	450
	Missing	0	0	0	0	0
Mean		37.5689	2.0000	2.6889	6.2711	3.9444
Median		36.5000	2.0000	3.0000	6.0000	4.0000
Mode		40.00	2.00	2.00	4.00 <sup>a</sup>	4.00
Std. Deviation		9.50025	.00000	1.18495	3.52873	1.57628
Minimum		20.00	2.00	1.00	1.00	1.00
Maximum		65.00	2.00	5.00	18.00	9.00
a. Multiple modes exist. The smallest value is shown						

According to the statistical table-01, Minimum age of the respondent is 20 years and maximum age is 65 years, all were female genders, education level was minimum non-matric and maximum post-graduates, minimum experience was one year and maximum 18 years, and minimum a single lady and maximum 9 ladies were running their business in the study area.

## Gender

This study exclusively consists of 450 female entrepreneurs (beauticians) working in the sample area of Karachi.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	450	100.0	100.0	100.0

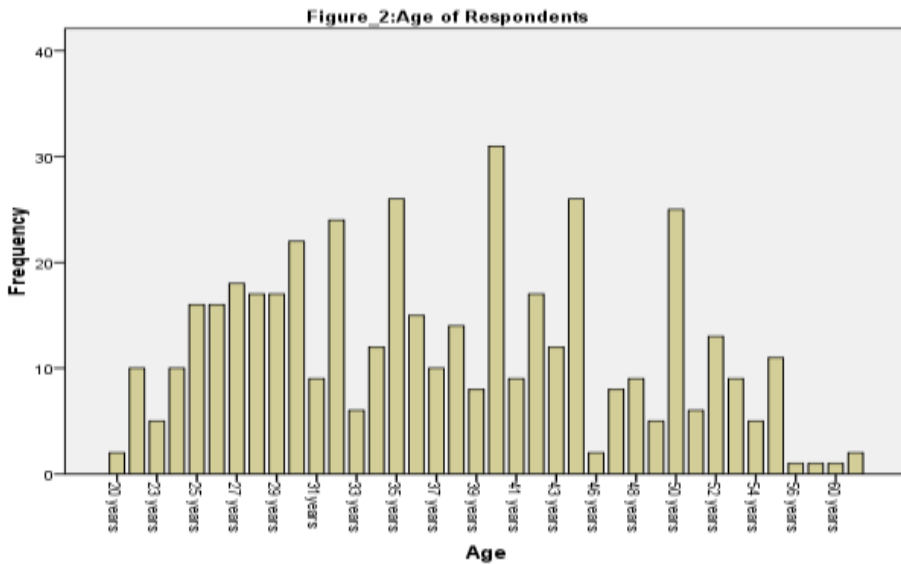
Table-02 indicates that the whole population were consists of female entrepreneurs in the targeted area.

## Age

Figure-2 shows that some female entrepreneurs started their parlors at the age of 20. The maximum of two entrepreneurs is of 65 years who are continuing their business even at an old age. The age of respondents shows that the majority of female entrepreneurs are 40 years of age. It is indicated that 31 female beauticians are at the age of 40 years. 40 years is the age level when a female becomes matured and now she may run the business affairs more properly



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**Table-03:Age Analysis of Respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20	2	.4	.4	.4
	22	10	2.2	2.2	2.7
	23	5	1.1	1.1	3.8
	24	10	2.2	2.2	6.0
	25	16	3.6	3.6	9.6
	26	16	3.6	3.6	13.1
	27	18	4.0	4.0	17.1
	28	17	3.8	3.8	20.9
	29	17	3.8	3.8	24.7
	30	22	4.9	4.9	29.6
	31	9	2.0	2.0	31.6
	32	24	5.3	5.3	36.9
	33	6	1.3	1.3	38.2
	34	12	2.7	2.7	40.9
	35	26	5.8	5.8	46.7
	36	15	3.3	3.3	50.0
	37	10	2.2	2.2	52.2
	38	14	3.1	3.1	55.3
	39	8	1.8	1.8	57.1
	40	31	6.9	6.9	64.0
41	9	2.0	2.0	66.0	
42	17	3.8	3.8	69.8	
43	12	2.7	2.7	72.4	
45	26	5.8	5.8	78.2	
46	2	.4	.4	78.7	
47	8	1.8	1.8	80.4	

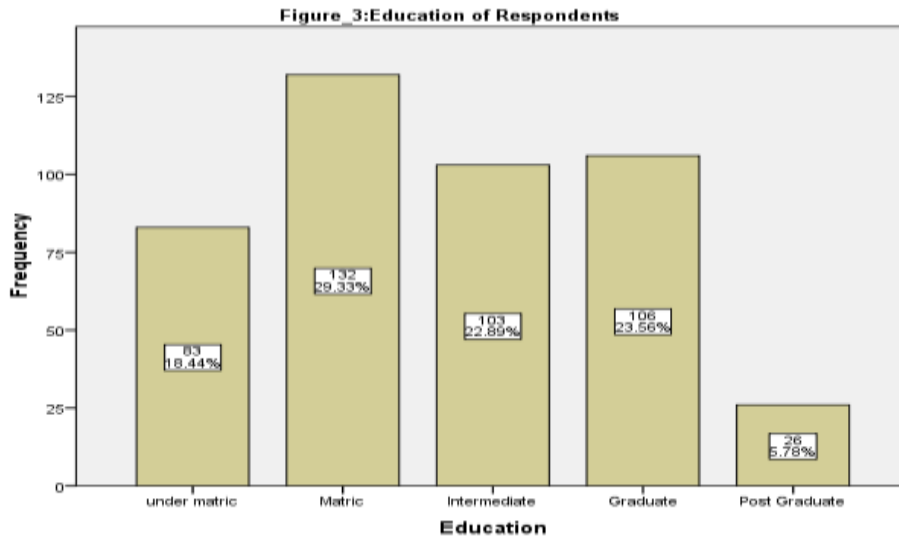
	48	9	2.0	2.0	82.4
	49	5	1.1	1.1	83.6
	50	25	5.6	5.6	89.1
	51	6	1.3	1.3	90.4
	52	13	2.9	2.9	93.3
	53	9	2.0	2.0	95.3
	54	5	1.1	1.1	96.4
	55	11	2.4	2.4	98.9
	56	1	.2	.2	99.1
	59	1	.2	.2	99.3
	60	1	.2	.2	99.6
	65	2	.4	.4	100.0
	Total	450	100.0	100.0	

The sample population also shows that after the age of 55 years, most of the female entrepreneurs detach themselves from the business due to health issues or some other engagements. Figure-2 depicts the graphical representation of the age of respondents. In the similar way, table-03 shows age analysis of the whole population of female entrepreneurs in terms of number of female entrepreneurs working in a particular age group.

## Education

According to Ashraf & Ismat (2016), the literacy rate of Pakistan is 62.3% and due to economic crises, people discontinue their studies and engage themselves in earning activities at an early age. According to the survey, 18.4% of the respondents are under matric, 29.3% are matric and this segment is the largest one, 22.9% are just intermediate, 23.6% of respondents are graduate and only 5.8% of respondents are recorded as postgraduate. It shows that in Pakistan, beauty parlor business is run by those female entrepreneurs who are not highly educated, as shown in figure-3, below:

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Frequency	Percent	Valid Percent	Cumulative Percent
83	18.4	18.4	18.4
132	29.3	29.3	47.8
103	22.9	22.9	70.7
106	23.6	23.6	94.2
26	5.8	5.8	100.0
450	100.0	100.0	

Table-04 indicates that from the total female population 83 entrepreneurs are non-matric, 132 are simple matric, 103 are intermediate, 106 are graduates, 26 are post-graduates in the sample area.

### Experience

Figure-4 shows that the experience of respondents is not more than 18 years. From a total of 450 respondents, 17 respondents have only one-year experience and similarly, only 1 respondent has an experience of 18 years, 58 respondents have experience of 4 years. The experience of the various number of female beauticians has been shown graphically in figure-4, below:

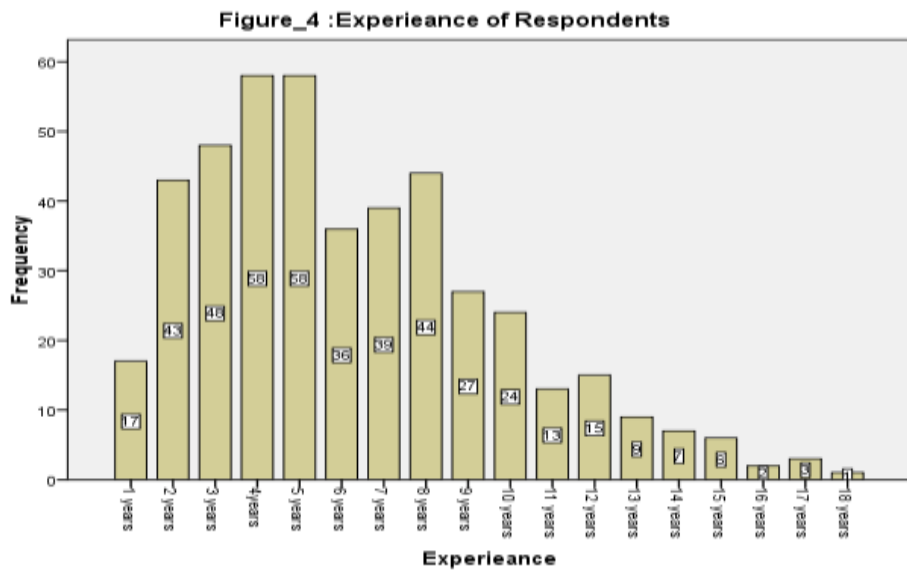
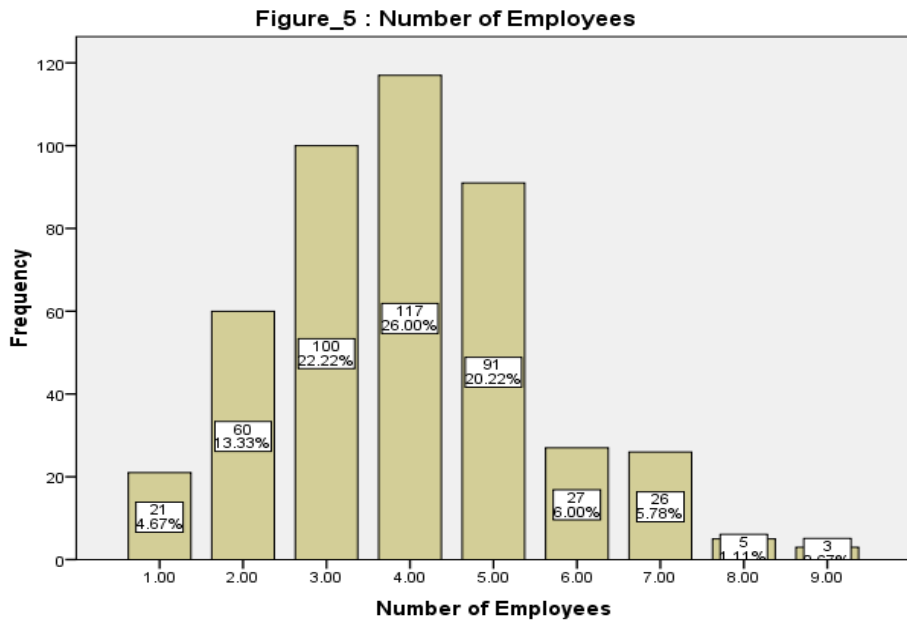
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	17	3.8	3.8	3.8
	2	43	9.6	9.6	13.3
	3	48	10.7	10.7	24.0
	4	58	12.9	12.9	36.9
	5	58	12.9	12.9	49.8
	6	36	8.0	8.0	57.8
	7	39	8.7	8.7	66.4
	8	44	9.8	9.8	76.2
	9	27	6.0	6.0	82.2
	10	24	5.3	5.3	87.6
	11	13	2.9	2.9	90.4
	12	15	3.3	3.3	93.8
	13	9	2.0	2.0	95.8
	14	7	1.6	1.6	97.3
	15	6	1.3	1.3	98.7
	16	2	.4	.4	99.1
	17	3	.7	.7	99.8
	18	1	.2	.2	100.0
	Total	450	100.0	100.0	

Table-05 indicates number of female entrepreneurs who have a certain experience with the percentage in respect of the whole population.

### **Strength**

Figure\_5 depicts the strength of the study. Accordingly, 21 small beauty parlors are run by a single person, 60 beauty parlors are handled by only 2 beauticians, while 100 beauty parlors are running by 3 beauticians. 117 beauty parlors, constituting 26% of the total sample population are running by 4 beauticians. In 5 beauty parlors, 8 beauticians and in 3 beauty parlors, 9 female beauticians are working in the study area. In the famous beauty parlors such as MahRoze Beauty Parlor, She's Beauty Parlor, and Saba's Beauty Parlor, etc. there may be a big strength of beauticians.

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<b>Table-06: Number of Employees</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	21	4.7	4.7	4.7
	2	60	13.3	13.3	18.0
	3	100	22.2	22.2	40.2
	4	117	26.0	26.0	66.2
	5	91	20.2	20.2	86.4
	6	27	6.0	6.0	92.4
	7	26	5.8	5.8	98.2
	8	5	1.1	1.1	99.3
	9	3	.7	.7	100.0
	Total	450	100.0	100.0	

Table-06 indicates that on 21 places there was only a single beautician, in 60 cases 2 ladies, in 100 cases there were 3 ladies, in 117 cases 4 ladies, in 91 cases 5 ladies, in 27 cases 6 ladies, in 26 cases 7 ladies, in 5 cases 8 ladies, and in 3 cases 9 female entrepreneurs were running their business.

### **Part-B: Data Analysis**

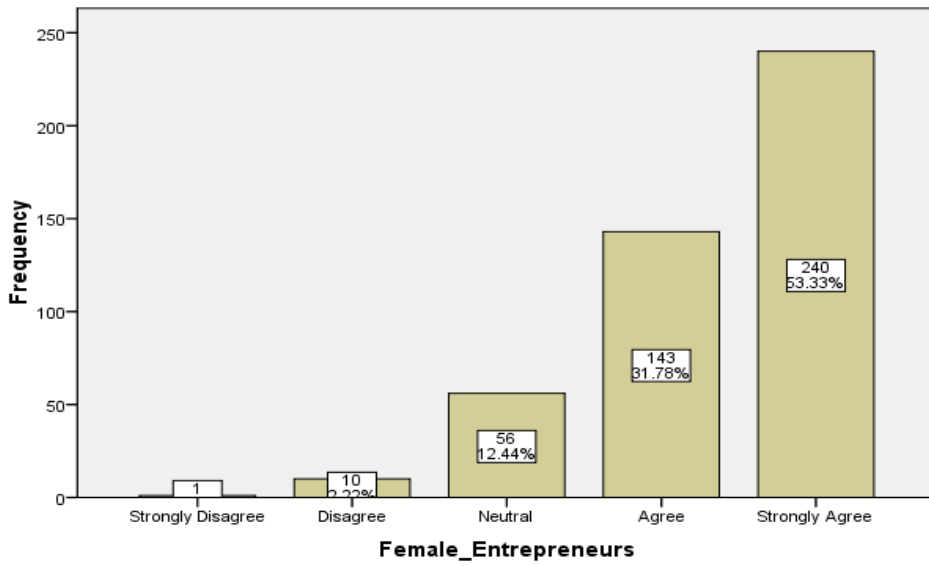
This section consists of figures and tables that indicate analysis was done by the Statistical Package for Social Sciences (SPSS) and the results have been discussed accordingly.

### **Dependent Variable of the Study-(The Female Entrepreneurs)**

The female entrepreneurs act as the dependent variable of the study. Figure-6 showed that a total of 450 female entrepreneurs have participated in the study. Out of 450 female entrepreneurs, only one respondent chose the option of “Strongly Disagree”, 10 female entrepreneurs were “Disagree”, 56 female entrepreneurs remained “Neutral”, while 143 female entrepreneurs answered as “Agree” and 240 female entrepreneurs selected “Strongly Agree”.

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**Figure\_6: Female\_Entrepreneurs**



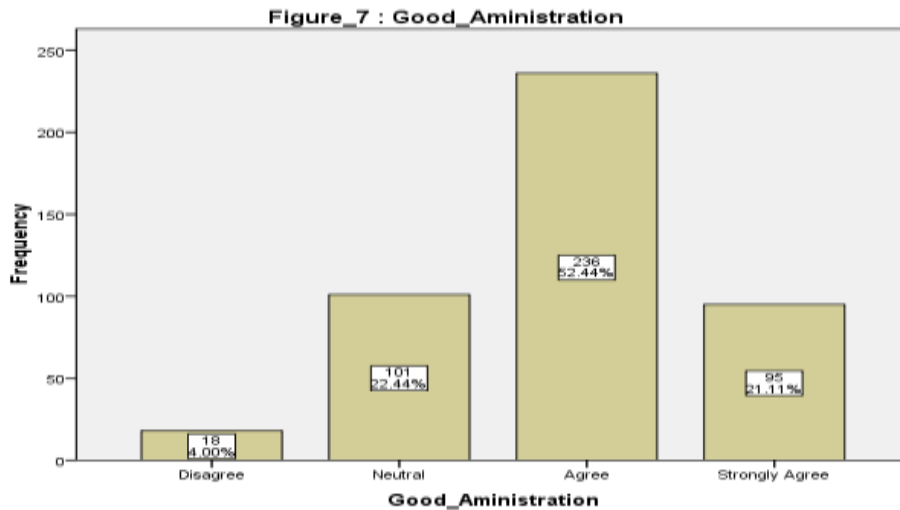
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.2	.2	.2
	Disagree	10	2.2	2.2	2.4
	Neutral	56	12.4	12.4	14.9
	Agree	143	31.8	31.8	46.7
	Strongly Agree	240	53.3	53.3	100.0
	Total	450	100.0	100.0	

**Table-08: Statistics of Overall Variables**

		Female_Entrepreneurs	Good_Administration	Planning_&_Controlling	Use_of_IT_in_Business	Education_&_Training
N	Valid	450	450	450	450	450
	Missing	0	0	0	0	0
Mean		4.3578	3.9067	4.1467	4.2844	4.2022
Median		5.0000	4.0000	4.0000	4.0000	4.0000
Mode		5.00	4.00	4.00	5.00	4.00
Std. Deviation		.80005	.76691	.72241	.78911	.71040
Minimum		1.00	2.00	1.00	2.00	2.00
Maximum		5.00	5.00	5.00	5.00	5.00

**Independent Variable - Good Administration**

Figure-7 depicts the overall responses of female entrepreneurs regarding the good administration that is the part of effective managerial skills. Accordingly, 18 respondents answered as “Strongly Disagree”, 101 respondents remained “Neutral”, 236 respondents were “Agree” and 95 respondents selected as “Strongly Agree”.

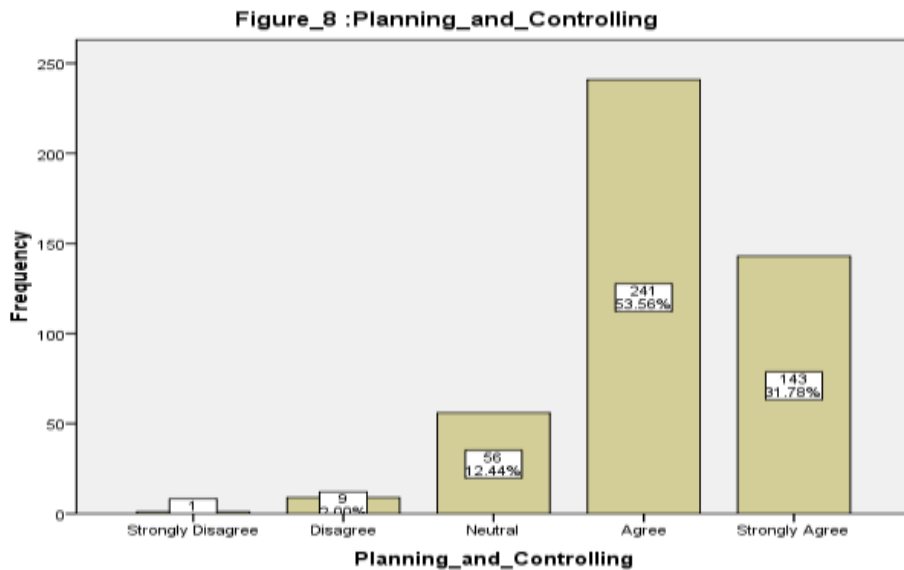




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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	18	4.0	4.0	4.0
	Neutral	101	22.4	22.4	26.4
	Agree	236	52.4	52.4	78.9
	Strongly Agree	95	21.1	21.1	100.0
	Total	450	100.0	100.0	

**Independent Variable – Planning & Controlling:** Figure\_8, shows the reaction of the respondents with the sub-factor of effective managerial skills in terms of proper planning and control for the development of an entrepreneurship business. Accordingly, only one female entrepreneur answered as “Strongly Disagree”, 9 female entrepreneurs answered as “Disagree”, 56 female selected “Neutral”, and 241 female entrepreneurs opted “Agree”, and 143 female entrepreneurs selected “Strongly Agree”.

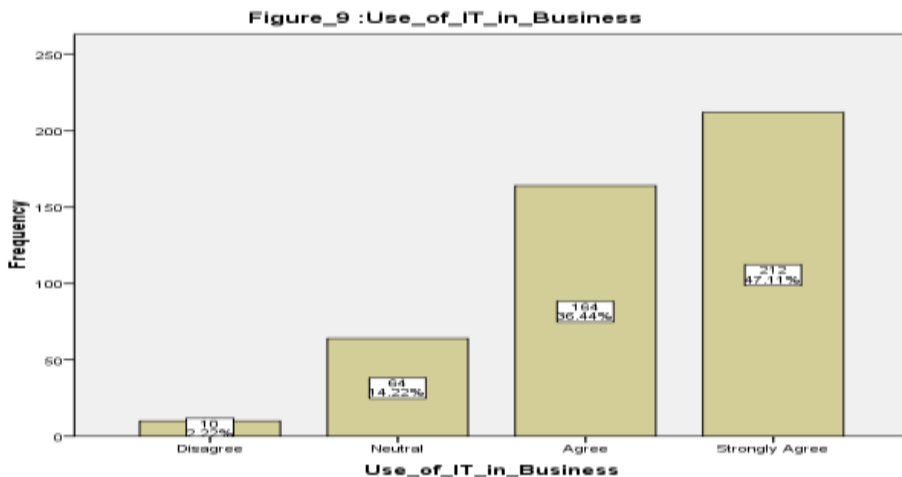


**Table-10 : Planning- &-Controlling**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.2	.2	.2
	Disagree	9	2.0	2.0	2.2
	Neutral	56	12.4	12.4	14.7
	Agree	241	53.6	53.6	68.2
	Strongly Agree	143	31.8	31.8	100.0
	Total	450	100.0	100.0	

**Independent Variable – Use of IT in Business**

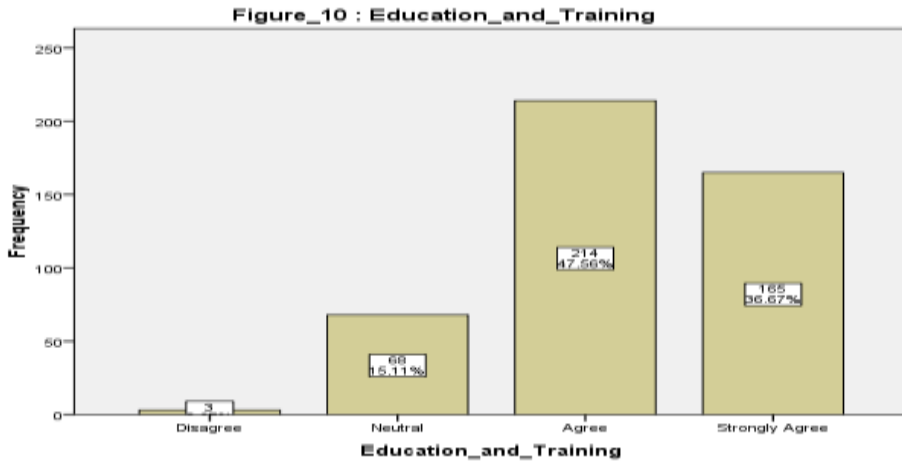
Figure-9 shows that in the modern era, the use of IT in business has become the compulsory part of any business management. Without the use of information technology in business, effective management is not possible. 10 respondents opted “Disagree”, 64 female entrepreneurs opted “Neutral”, 164 female entrepreneurs opted “Agree”, and 212 female entrepreneurs selected the option of “Strongly Agree”.



**Table-11: Use- of- IT- in-Business**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	2.2	2.2	2.2
	Neutral	64	14.2	14.2	16.4
	Agree	164	36.4	36.4	52.9
	Strongly Agree	212	47.1	47.1	100.0
	Total	450	100.0	100.0	

**Independent Variable–Education and Training:** Figure-10 shows the importance of relevant education and training for any entrepreneurship business. According to the opinions of respondents, 3 female entrepreneurs opted “Disagree”, 68 remained “Neutral”, 214 female entrepreneurs opted “Agree”, and 165 female entrepreneurs opted “Strongly Agree”.



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	.7	.7	.7
	Neutral	68	15.1	15.1	15.8
	Agree	214	47.6	47.6	63.3
	Strongly Agree	165	36.7	36.7	100.0
	Total	450	100.0	100.0	

## Conclusions

Based on data analysis and discussion we can conclusively point out that female entrepreneurs in Pakistan have to confront a lot of managerial problems that are appended below:

### Lack of Good Administration

Good administration means management of duties and responsibilities, and it requires management experience and exposure. Budding entrepreneurs are unable to manage business matters properly. Therefore, it is concluded that the existing beauty parlors are not following effective managerial skills in business activities (Salman & Mustaghis-ur-Rahman, 2008).

### **Planning and Controlling**

Planning sets the goals for the organization by deciding the control process and controlling provides a sound basis for the former to ensure its accomplishment. The high rate of illiteracy in Pakistani female entrepreneurs prevents them from efficient planning and controlling business activities. Hence, the managerial issues cause female entrepreneurs (beauticians) to lose the share of the market (Panda, 2018).

### **Lack of I.T Competency**

Modern businesses rely heavily on technology more than ever to function effectively. The use of technology, such as improved telecommunications and online payments, improves the services or products for gaining a competitive advantage. Hence, it is concluded that most of the Pakistani female entrepreneurs lack IT competency which affects their business performance (Naeem et al., 2014).

### **Education and Training**

Training is a way to develop specific skills, whereas education is a typical system of learning. The education of female entrepreneurs provides the business knowledge and managerial skills training are important for business development. The untrained and uneducated beauticians are unable to use modern business techniques in the existing beauty parlors (Chowdhury, 2017).

### **Recommendations**

The proposed recommendations for the study are:

### **The Missing Factor**

The potential for growth in beauty parlor businesses may be catalyzed with some missing factors such as CSR (Corporate Social Responsibility). CSR activities contribute to brand development and strategy improvement that may have a positive impact on society (Ahmed & Siddiqui 2013). Being a self-regulating business model, it helps a company be socially accountable — to itself, its stakeholders, and the public. CSR is a thoughtful way of giving back to society, and opens doors to reduced operating costs, monumental rise in sales and, loyalty of customers. It also attracts skilled, more productive employees, and grants access to more capital through more willing investors, etc. All these benefits may well be achieved by the beauty parlors industry in the country.

1. Based on the results achieved from the analysis, the application of effective managerial skills such as good administration, proper planning and controlling of the business activities, use of IT, and proper education and training of the workforce may be very helpful in achieving the required targets of the beauty parlor businesses.
2. It is further recommended that for a successful business, the focus must be given on the selection of the right persons for the right jobs, on-job training, use of quality goods, as well as effective methods for production and packing, etc.

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