



# WOMEN ROLE IN PROMOTING BUSINESS MANAGEMENT

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*Abstract*— Women entrepreneur are facing several challenges and remain in the low profit, low growth with limited education, lack of skills and business experience, limited access to support services and an adverse regulatory and cultural norm and environment still most women are dependents on their husbands. there is a great need to assess the women role in promoting business management. The study was examining the women role in promoting business management in South Sudan. The research designed was Cross sectional and descriptive approaches used qualitative and quantitative method, the target population was 100 women entrepreneurs and The study sampling size was 50 respondents, using (SPSS version 20.0) for analysis and regression analysis to establish the relationship between the study variables and employ simple random sampling technique.

The finding realized that 75% majority was male while female represent 25% of the respondents who have participated. Women suffered from limited rights imposed by some cultural norms in the country. According to the result, 54.2% were singles, 43.8% were married while 2.1% were separated couples. Those who have not married were the majority in reference to this finding result. This implied that the population of unmarried people is higher compare to married population in the country. These implied that women role promoting business management increase consumers' morale toward quality control has been strongly agreed by 56.3% and subsequently agreed by 37.5% of the respondents. 4.2% were not sure and those who have disagreed made up 2.1% respectively, a majority have attributed the positive impacts of women role in promoting advertisement to increase of consumers' morale toward quality control. According to finding result, 45.8% and 41.7% leading averages present number of respondents who have agreed, the report revealed the significant of advertisement in marketing of the goods because it can influence and improve consumer interest to buy more products. Since business promotion is among significant tools of the business management, majority of

the respondents according to this study had presented positive views in regards to importance of women role in business management. As the modernization of the marketing differ from one Business to Business, majority of the respondents emphasized as mean of reached respective customers. The result pointed out that advertisement plays vital role in shaping business management and satisfaction of the customers through provision of quality and standard level of their products. the most important of which is contribution to existing knowledge, the study yield a desirable benefit that providing direction to business management in South Sudan.

*Keywords*— Women Role, Promoting, Business Management.

## I. INTRODUCTION

**Women roles;** in business management is significant. However, the global impact of female business owners is just beginning to gain intensity. The number of female business owners continues to increase steadily worldwide. Today women in advanced market economies own more than 25% of all businesses (Brindley & Ritchie, 1999). And women-owned businesses in Africa, Asia, Eastern Europe and Latin America are growing rapidly. For example, women produce more than 80% of food for Sub-Saharan Africa, 50 - 60% for Asia, 26% for the Caribbean, 34% for North Africa and the Middle East and more than 30% for Latin America. In the USA one out of every four company worker is employed by a woman owned firm. In Canada and the United States of America, the growth of women-owned firms OutSpace overall business growth by around 2:1 (Kitching & Jackson, 2002).

Western society in the early nineteen centuries, dictated that the most suitable place for the woman is her home. People believed that women can best serve the society by offering their energy to the creation of healthful and nurturing households. However, in the 1970s, women left home and entered the workforce in droves. Women today are once more



leaving the workforce in droves in favor of being at home. Yet, unlike generations of women before them, these women are opting to work from home not as homemakers, but as job-making entrepreneurs. Many women are starting businesses that align with their personal values and offer freedom and flexibility when it comes to things like scheduling. “The glass ceiling that once limited a woman’s career path has paved a new road towards business ownership, where women can utilize their sharp business acumen while building strong family ties (Forbs 2012). The development of women is an integrated and unified concept, stretching across economic, social and cultural fields (Mehta and Sethi 1997). Women’s participation is now considered a significant factor in economic and social development. However, they are reasonably unexploited as a source of entrepreneurship in both developing and developed countries. This is a reality principally in areas of new business creation (Brush 1994).

**Promotion of business growth** through engagement in business management hence helping household livelihood and economic development has been a significant roles of women. In the last few decades, the attitudes of people have changed and women entrepreneurs are considered significant in economic development and wealth creation. Women entrepreneurs also recognized as social icons to motivate women in developing countries. The significant number of woman headed businesses and their productive activities, particularly in the industry sector make them a force to be reckoned with and empower them in the overall economic development of their nations. Whether they are involved in small or medium scale production activities, or in the informal sectors, women's entrepreneurial activities are not only a means for economic survival, but they also have positive social repercussions for the women themselves and their social environment (UNIDO, 2001).

In the last couple of decades, there has been a change in attitude and entrepreneurs are considered to be important in relation to both wealth creation and economic regeneration. Indeed, the role and importance of female entrepreneurship and new business creation to both developed and developing economies have received increased attention from academics and policy makers in recent years. This growth in interest in the economic contribution of entrepreneurship has been reflected in an increased level and variety of public and private sector policy initiatives at local, regional and national levels to stimulate and support the development of the sector (Henry et al. 2003). Today, many opportunities to start new businesses and international support is available to women entrepreneurs. Female-run enterprises are steadily growing all over the world, contributing to household income and growth of national economies. However, women face time, human, physical, and social constraints that limit their ability to grow their businesses. Women’s development is directly related to the nation’s development. Therefore, sustainable development of women’s resources, their abilities, interests, skills and other potentialities are of paramount importance in this sector.

Women entrepreneurship responds to increasing demands for best practices and tools to integrate gender in private sector development (Women’s Information Center. (2003).

**Business Management System** or BMS; is a toolset that's used for tactical implementation and strategic planning of practices, processes, policies, guidelines, and procedures to use in the deployment, execution, and development of business strategies and plans, as well as any associated management activities. They provide a foundation for both tactical and strategic business decisions when it comes to current processes, tasks, activities, and procedures with the goal of meeting all objectives an organization has and satisfying the customer expectations and needs. However, with growing business, women have been playing a critical role in entrepreneurship.

In view of the growing importance of entrepreneurship oriented development supported to find the fact that about 40% of enterprises in developing countries are owned and run by women (Zororo 2011). Observation and empirical evidence point to and reveal that the relationship between women entrepreneurship and the sustainable development is positive. An entrepreneur offers some new value(s) to the society, sometimes in the form of innovative or novel things through the creation of a firm. Women entrepreneurship is a potential means of empowering people, developing rural women and solving other social problems. Women entrepreneurs can be positioned to play an important role in promoting sustainable practices in economics, social system and ecology, to reach sustainable development. This research aims to study the role of women entrepreneurs in sustainable development by taking into consideration the adaptations of social, economic and environmental practices in business operations.

#### A. 1.3. Statement of the Problem

The world Business is highly competitive with every companies jostling for a share of the market and striving to increase their sales revenue and profitability.

The growth of the proportion of women entrepreneurs in developing countries has drawn the attention of both the academic and the development sector. Donors, international public institutions, national and local governments, NGOs, private companies, charities, knowledge institutes and business associations have initiated programs or policies to promote and develop women’s entrepreneurship. They initiate programs for capacity-building of entrepreneurial skills, strengthening women’s networks, provide finance and trainings, or design policies that enable more and stronger start-ups and business growth. They all claim that women entrepreneurship is essential for growth and development. Some even argue that women entrepreneurs’ contribution tends to be higher than that resulting from entrepreneurial activity of men (Minniti, 2010). Despite this, growing number of initiatives and resources made available to promote and develop women’s entrepreneurship in developing countries, women still own and manage fewer businesses than men.



Saskia (2013) added further that women earn less in their business and these businesses grow very slowly with a high chance of failure. Despite this, the desire for women to venture into entrepreneurial business prevails. Africa is one of the places where finding financial assistance to start a business is a problem. This as a matter of fact has initiated the setting up of various microfinance institutions. According to Basu et al (2004), in order “to meet the unsatisfied demand for financial services, a variety of microfinance institutions has emerged over time in Africa. Some of these institutions concentrate only on providing credit, others are engaged in providing both deposit and credit facilities and some are involved only in deposit collection”. Microfinance provided by these institutions has been of enormous help to people who have been trapped in the cycle of poverty in Africa. Although women’s participation in the Micro and Small Enterprise sector in South Sudan has increased dramatically in the past 20 years, women enterprises remain in the low profit, low growth areas. They are stifled by limited education, lack of skills and business experience, limited access to support services and an adverse regulatory and cultural environment (ILO, 2002 & 2003). However, still most women are dependents on their husbands (Mushumbusi & Jan, 2013). Therefore, there is a great need for the researcher’s purpose to assessing the role of women in promoting business management.

#### **B. Purpose of the Study**

The purpose of this study is to examine the roles played by women in business management a case of Munuki Libya market.

#### **C. Objectives of the Study**

- i. To determine the roles of women in business management.
- ii. To identify challenges that face women in business management.
- iii. To examine factors that determine the choice of women engagement in business management.

#### **D. Research Question**

- iv. What are the roles of women in business management?
- v. What are challenges that face women in business management?
- vi. What factors that determine the choice of women engagement in business management?

#### **E. Scope of the Study**

This study is concerned with assessing the roles of women in business management using Munuki Libya market as a case study.

##### **1) Content Scope**

This study is concerned with assessing the roles of women in business management using a selected market of Munuki Libya in South Sudan.

##### **2) Geographical Scope:**

The area for the study will be Munuki Libya Market in Juba County, Central Equatoria State.

##### **3) Time Scope:**

The literature review was from A period of 10 years that was adopted for the study ranging from 2011-2019 and The study however will cover the period of three months.

#### **F. Significance of the Study**

The study will yield a number of desirable benefits, the most important of which is contribution to existing knowledge. Specifically, the findings of the study would provide direction as to the roles played by women in business management in South Sudan. Similarly, the study will examine the roles of women in business management in South Sudan. The study will be significance to a number of business practitioners and other institution as follows;

**Policy makers;** the study will enable other South Sudan government institution to understand the concept of women engagement to improve their business services.

**Industry;** It will also yield to data and information which will be useful to the chamber of commerce management in assisting them in implementing women empowerment project to satisfaction of women entrepreneurs. The study will also assist government in policy formulation and empowering women through capacity building in business management.

**Society and the Public;** Shareholders, customers, entrepreneurs and the public at large will benefit from this project because it gives them insight to general public on the roles and challenges faced by women in business management in South Sudan.

In addition, the results from this study will educate the general public on the roles and challenges faced by women in business management in South Sudan.

**Academician and researchers;** The study will also seek to extend to verified and contribute to knowledge in the world of academics in the same area of the study; it will be useful as literature in the area of the effect of personality trait on student’s academic performance, thereby constituting the empirical literature for future research in the subject area. This will benefit other researchers and academicians who will borrow ideas from the study which will serve as a basis for further research.

## **II. LITERATURE REVIEW**

### **G. Introduction**

This chapter focuses on the definition and concept of women entrepreneurship. In the light of this study, the literature will discuss the concept of women entrepreneurs, it will also address roles, challenges and factors that influence women participation in business activities. For a proper understanding



of this study, the review of related literature and empirical will be made in this chapter which in turn will create a focus and better direction.

Business Management is considered the processes of emergency, behavior and performance of entrepreneur (Ogundele 2004). An Entrepreneur can be developed through formal education, business training and development. Business requires an application of energy and passion towards the creation and implementation of new ideas and creative solutions. The essential ingredients include willingness to take calculated risks in terms of time, equity, or career; ability to formulate an effective venture team; creative skill to marshal needed resources; fundamental skill of building a solid business plan; and, finally, vision to recognize opportunity where others see chaos, contradiction, and confusion. Many business entrepreneurs around the world have exploited the environment with impunity, without any thought of sustainability. Entrepreneurs seek growth and profit within the business world. They are constant innovators and always are trying to capture larger market shares in the competitive marketplace. They are pioneering individualists who create one venture after another and one innovation after another (Frederick and Kuratko 2010). There are three broad categories of such skills which comprise of twenty-eight elements. The first is management development perspective skill. There are thirteen elements in this category, i.e., time management, entrepreneurial self-development, managing change for competitive success, decision-making, human resources environment of business, helping people to learn, team building, project management, re-engineering or business process redesign, total quality management, organizational development, corporate excellence and people skills (Ogundele 2005).

#### **H. Roles of women in business management**

- **Opportunities**

Majority of the women entrepreneurs are dynamic in the leadership, style management, are capable of contributing much more and they are interested to keep their knowledge up-to-date of industry and management. Since mentoring many small, bright businesses, many very bright women in business have crossed my path with the mistaken idea that just being a woman gives them an advantage over their male counterparts. However, according to Kephart & Schumacher (2005) actively women engagement in business provide jobs opportunities. For instance, in African, certainly the number of women in business today is much higher than in previous generations.

- **Growing Force**

As of 2010, marginal number of women owned businesses in the South Sudan. 5-percent of all businesses were female-owned at that time. In 2014, this number rose sharply to 15-percent. With 14-percent business ownership in 2014, Central Equatoria represented the largest women's business ownership

group, followed by Jong lei women, who maintained 11-percent ownership and Western Bahr El Ghazal women who sustained 7-percent ownership. Other minority groups, among other states women owned less than 1-percent of South Sudan businesses respectively.

The role of women in top management and business ownership has developed. Women executives and entrepreneurs have become rock stars, especially in marketing, business and entrepreneurship. They are a vital part of business in the South Sudan. As of 2014, women own more than 15-percent of all small scale businesses. Central Equatoria, Jonglei, and Western Bahr El Ghazal are the states with the fastest growth rates, highest employment and top revenues for female executives and entrepreneurs (Carter, 2014).

- **Equality**

Gender inequality in the workplace has been a topic of conversation for decades – since World War II when women entered the workforce to support their families and keep the economy going. Think of the iconic image of Rosie the Riveter. Much has changed since then, with some occupations “switching genders” and the gender pay gap closing (in some industries, faster than others.)

Studies show that enterprises with a strong female leadership presence outperform their non-inclusive peers by nearly 3-percent. However, notes the study, appointing one woman as CEO is not enough to achieve this result. Diversified and inclusive enterprises include a minimum of three women on their executive boards to promote tangible change. The study points to other research, which suggests that diversity leads to better organizational problem-solving. Another study concluded that diversity among organizational leaders delivers more marked results with solving problems of increased complexity.

The career growth of female executives has moved slowly among South Sudanese corporate boards and business leadership roles. There are no legal mandates for gender inclusion and diversity. However, research shows that South Sudanese enterprises could easily increase the number of women in leadership by 35-percent. In fact, researchers forecast that women executives will comprise 30-percent of organizational leaders by the year 2030. However, an accelerated and conscious effort to reach this goal would be beneficial for improving diversity as women make significant contribution to business development.

- **Diversity**

According to the “UC Davis Study of California Women Business Leaders,” companies in the study with women at the helm had on average 38 percent more women leaders (excluding the CEO) than those with men at the helm. A female CEO can help shatter the glass ceiling. Positions of leadership not only seem accessible for women in the company with a female CEO but the mentorship women at the





top provide for those coming up the ranks helps them actually make it there

- **Gender**

Women are expanding their roles in business and entrepreneurship. They've come a long way and will continue to make progress with equality in business and other fields. To promote this change, industry leaders must proactively work toward gender diversity and inclusion. This includes mentoring highly qualified women executive candidates and helping them develop career strategies that will excel their careers. Additionally, mentors help future women executives and business leaders establish and meet quantifiable goals with definitive timelines. This kind of mentorship requires vision, strategy and the desire and ability not only to meet, but to exceed current diversity efforts. Still, the desire for a better future is not enough. The United States business landscape needs sincere mentors for women executives who also know how to make that desire a reality.

Millennials are the most educated group of women in history. Organizations that are working toward gender diversity and inclusion must understand Millennials to make a difference in the corporate landscape. Corporate mentors can help women executives and entrepreneurs establish and work toward their goals. However, these talented professionals also need businesses and employers who will onboard women leaders and make increased gender diversity and inclusion among some part of South Sudan enterprises a reality. With fair and focused effort, the business leaders of today can work toward creating a brighter and more promising tomorrow.

### **I. Challenges facing Women in Business Management**

The problems and constraints experienced by women entrepreneurs have resulted in restricting and inhibited the expansion of women entrepreneurship. The major barriers encountered by women entrepreneurs according to Antal (2003).

- **Finance**

The majority of women business owners have had to rely to a significant extent on self-generated finance during the startup period of their business. Bank loans and grants have only been used in a minority of cases and have usually been accompanied by some form of self-generated finance. The availability of bank credit appears to increase once businesses become established and/or a good relationship with the bank has been developed. Banks are reported to have been more forthcoming in the provision of loans once a business has begun to demonstrate a track record. Because of limited funds, they are not able to stock new materials and spend on advertising. Perceptions of specialist agencies of the main Problems facing women entrepreneurs.

- **Regulation**

Problems with regulatory administrative requirements were judged to be major issues of female businesspersons. Micro enterprises of all types can experience problems in meeting administrative and regulatory requirements, because of the disproportionate effect of compliance costs on small companies compared with large firms. As a consequence, it is not surprising that almost half the support organizations specializing in support for female entrepreneurs identified a problem for their clients in this respect. At the same time, with a few exceptions, administrative and regulatory barriers more significant for female owned businesses than for male owned firms of a similar size (Antal, 2003).

- **Skills**

Women lacked business management skills to a greater extent than small businesses in general, perhaps because of their lower propensity to have had previous business experience. Although difficulties in accessing business advice or support appears to be a minor rather than major problem for women entrepreneurs, a significant minority of specialist organizations felt that women are particularly disadvantaged in this respect. Difficulties with language caused problems for their clients or members, with five feeling that women faced specific difficulties in this respect.

- **Marketing**

A lack of sales and marketing skills was the most commonly reported problem faced by female entrepreneurs, after finance. The fact that this is a characteristic shared with many other micro enterprises and small firms does not make it any less important to female entrepreneurs. It may be seen as part of a general need to raise the level of management skills and competencies in female owned and other small businesses (Antal, 2003).

- **Confidence**

As women are accepting a subordinate status, as a result they lack confidence of their own capabilities, even at home, family members do not have much faith in women possessing the abilities of decision-making.

- **Capital**

To be women and to do something on their own becomes quite difficult for them because of lack of access to funds as women do not possess any tangible security and credit in the market. Before marriage she has to depend on father and after marriage she has to follow the footsteps of the husband. As such, women do not enjoy the right over the property of any form and they have limited access over external sources of funds, even getting loans from either a bank or financial institution becomes exceedingly difficult (Antal, 2003).



- **Mobility**

Due to primary household responsibilities towards her family, her time gets divided between the two worlds. She has restricted timings for work due to which, she is not in a position to travel frequently and be away for longer periods. Thus, her mobility is restricted. This also has an implication on business.

- **Dominated Society**

Tough competition against the male counterparts. The rival competitors might be male businesspersons this will be one of the challenge faced by women while managing the business. Education plays an important role in our lives. Lack of education will be a threat to women. They will lack the knowledge, necessary skills, information, updated technology and techniques in their business.

A woman is dominated by men in her family as well as business. Often she has to obtain permission from men for almost everything. They are not treated as equals. Her freedom is restricted. She always has to consult and get approval of men.

- **Ability**

This is so because right from the childhood, her parents take decisions for her and after marriage her husband takes over. She is protected throughout and thus the risk bearing ability gets reduced.

- **Socio-Cultural**

Woman has to perform numerous roles be it household or social irrespective of her career as working woman or an entrepreneur. In South Sudanese society, more importance is being given to male child as compared to female child. This mindset results in lack of schooling and necessary training for women. As a result, this impediment the progress of women and handicap them in the world of work (Antal, 2003).

### **J. Factors that determine the choice of women engagement in Business Management**

Women entrepreneurs face a series of challenges right from the beginning till the end of enterprise functions. Being a woman itself poses various problems to a woman entrepreneur. Women face challenges which are as an effect of their individual factors, socio-cultural factors, economic factors and security factors. The following section discusses the above factors that influence women participation in entrepreneurial activities.

- **Individual factors**

Women being the backbone of rural economies in developing countries and specifically in South Sudan, play a significant role to ensure their families' wellbeing. This is seen in terms of providing food, shelter, health and education for the children. Being the majority (about 55%) of the rural population, their role is crucial in bringing about change in

their communities. Most of the rural women provide for their families through subsistence farming and other agricultural activities supplemented by petty trade or micro enterprises. Agriculture, which is practiced mainly for home use, takes various forms such as, keeping chicken, growing vegetables, tending the family garden and small-scale horticulture for the market place, among others (Antal & Israeli, 2003).

Several factors may influence the decision for or against women entrepreneurship. Literature cites amongst others, personal characteristics, finance, and business characteristics as the most important ones (Naser et al., 2009). These factors are reviewed in the following sections.

One of the main factors affecting women in business and that is widely documented in the literature concerns their personal characteristics. In general, women embrace business between the age range of 31- 44 (Nearchou-Ellinas & Kountouris, 2004) indicating that women start running their businesses at an older age. This late entry may be explained by several factors including, family obligations (Trihopoulou & Sarri, 1997) and glass ceiling factors (Kephart & Schumacher 2005). However, other studies indicate that more women are now starting business at a much earlier age. In a recent study on South Sudanese women entrepreneurs, the authors found that nearly half of their sample of women entrepreneurs started their business between 20-30 years old (Mordi et al., 2010). It is observed that age has an impact on how one approaches his environments and activities. Young people are very aggressive, impatient, and ready to take risks, may influence on business practice of the entrepreneurs. Individuals are socialized to behave in ways that meet with the approval of their role set, example, a young person with business owning parents may well be expected to join family business and not to do so would create a vacuum in the business. If we accept entrepreneurs requires ideas, opportunities, resources, skills, and motivation for success then the social structures and situations to which they are expected will impact on the choice process. Simon (1998) found that age has an impact and perceived entrepreneurial skills are acquired overtime and consequently age has an impact on the entrepreneurship e.g. it has been suggested that many aged thirty or less may not have acquired sufficient organizational experience while those aged forty-five years or more may no longer possess the required energy. However, Longenelker (1999) said that there are no hard or fast rules concerning the right age for starting business.

Regarding education, most studies are inconsistent about education and women business owners. Findings from various studies researching women entrepreneurs indicate that the level of education of women entrepreneurs is high. In the study conducted in Greece, Sarri and Trihopoulou (2005) indicate that the level of education is quite high and the authors pointed out that at least 42% of women entrepreneurs in Greece are graduates. However, during a conference organized by the Organization for Economic Cooperation and Development (OECD) in July 2004 participants reported that



well-educated women are less likely to become entrepreneurs (Naser et al., 2009) suggesting that women entrepreneurs have a low education level.

Lack of sufficient education and training for women is an impediment to women participation in entrepreneurial activities. Culturally, and especially in the rural setting, the girl child was not given equal opportunity to study like the boys; hence they had limited education and training (if any) which tended to affect effective performance in later life. Most of the women in rural areas and marginalized areas such as Manderla are isolated socially; lack previous work experience, and access to enterprise information and marketing facilities which the men entrepreneurs acquire. The excessive demand on their time as wives, mothers and ‘managers’ of the home front due to their chores, make it nearly impossible to successfully operate an enterprise. This is besides their position in the family and the structure of power relations (Carter, 2000).

Lack of accurate information on the new markets and market segments, and the ever increasing demands by clients for variety pose challenges to the women entrepreneur. This, coupled with lack of knowledge on business management, inadequate resources and support mechanisms from spouses are adverse limitations (Woldie & Adersua, 2004). The other factors that influence women participation in entrepreneurs includes need for effective communication to negotiate/bargain favorably, management of debtors, proper record keeping and issues to do with domestic matters such as balancing a woman’s role in the home and the enterprise expectations (Woldie & Adersua, 2004).

Women have limited access to vocational and technical training in South Asia. In fact, women on average have less access to education than men, and technical and vocational skills can only be developed on a strong foundation of basic primary and secondary education. South Asia is characterized by low enrolment among women in education, high dropout rates and poor quality of education.

As far as marital status is concerned, women entrepreneurs tend to be married with children (Nearchou- Ellinas & Kountouris, 2004), which also explains to some extent their late entry in entrepreneurial activities. Women in many parts of the world are very emotionally attached to their family responsibilities. They are supposed to attend to all the domestic work, to look after the children and other members of the family. They are over burdened with family responsibilities like extra attention to husband, children and in laws which take away lots of their time and energy (Schein & Mueller, 1992). In such situation, it will be very difficult to concentrate and run the enterprise successfully (Schein & Mueller, 1992).

Women's family obligations also bar them from becoming successful entrepreneurs in both developed and developing nations. Having primary responsibility for children, home and older dependent family members, few women can devote all their time and energies to their business (Starcher, 1996). The

financial institutions discourage women entrepreneurs on the belief that they can at any time leave their business and become housewives again. The result is that they are forced to rely on their own savings, and loan from relatives and family friends. For example, in India women give more emphasis to family ties and relationships. Married women have to make a fine balance between business and home. More over the business success is depends on the support the family members extended to women in the business process and management. The interest of the family members is a determinant factor in the realization of women folk business aspirations.

Pressure to run a home, look after children and care for the husband and family limit women. Negative economic development impacts negatively on women as they have to cope with taking care of children, often as single parents (Morris & Brennan, 2003). One other challenge is the responsibility of providing for the extended family and relatives. Most micro-enterprise financial resources are not usually isolated from personal finances and hence these family obligations are met from resources earned in the business. Their demands tend to drain the savings and income made by the business, since such finances would otherwise have been used in the enterprise for expansion and growth. Though some of them do assist in providing services in the enterprise (or in the family), the financial obligations in supporting them usually exceeds the services they provide (Powell & Graves, 2003).

According to Capowski (1992) women entrepreneurs are predominant in the service industry, which is attributed to the “traditional” female upbringing. Similarly, Kepler and Shane (2007) and Brush et al., (2006) suggest that female-led businesses are more likely to be found in personal services and retail trade and less likely to be found in manufacturing and high technology. Since their young age women are expected to help in the home and have been educated to be service-oriented, which explains why entrepreneurial activities are concentrated in the services sector. Thus, the choice of industry is based on their previous life experiences which reflect their personality and values. In addition, due to social factors, women tend to choose specific sectors that are considered to be acceptable for women, and because they face certain barriers in other sectors (Mirchandani, 1999). With regards to the relationship between choice of sector and previous experience, studies carried out seem to suggest that there is a positive relationship since it is viewed as less risky to enter into a business in which the entrepreneur has prior knowledge. Bosma et al., (2004) found that the industry experience of the entrepreneur increases firm survival, firm profits, and firm employment. Likewise, (Gimeno et al., 1997) also found that experience in related businesses had a positive effect on performance.

Previous research indicates that several factors influence business performance which includes among many others: their professional background, their entrepreneurship



capabilities and preferences, cultural and religious beliefs, as well as the technology and micro –environment (Makhbul, 2011).

Entrepreneurship involves some level of risk taking. For women in the rural areas and in marginalized areas such as Manderla, gender stereotyping, perception of self, lack of confidence and assertiveness appeared to be major barriers. The fear to risk was a big hindrance. The status of women in a patriarchal social structure made women dependent on males in their lives –husbands or fathers –and family resistance was a major disincentive to business start-up. Other close male family members often made decisions for women hence going against the independent spirit of entrepreneurship (Watson, 2001).

Motivation refers to those forces operating within an individual which compel him to act in a certain manner (Monnappa, 2008). Work has different connotations to different people. Some people will consider some types of work as hobbies or play while others will not participate in a play unless for pay. Mostly, the motives that drive people to work are intrinsic. They have a need for achievement which is the desire to accomplish a task or goal which then gives them satisfaction. Among the early proponents of motivations, Maslow's Hierarchy of needs is of special significance in work related issues. It has five progressive needs structure that explains individuals drive, that is physiological, social, ego, and self-actualization (Monnappa, 2008).

Satisfaction is encouragement that leads to graduates and later workers to display significant improvements as it forms a great deal of self-perception (Child, 1997). Self-perception is what one brings to a specific event. The attributing factors are both environmental and personal. These attributors are for example aptitude effort, chance, mood, fatigue, health, teaching methods, research methods among others. Monnappa (2008) explains the effects of good self-perception on business entrepreneurship.

#### • **Socio-cultural factors**

Cultural values play a role in shaping the institutions in a country. Values and beliefs shape behavior and, accordingly, may be assumed also to influence the decision to become self-employed (Mueller & Thomas, 2000). More deeply rooted cultural values can also be linked to entrepreneurship. Hofstede (2001) distinguishes between several cultural indicators, including power distance, individualism, masculinity, uncertainty avoidance and long-term versus short-term orientation. Of these dimensions, in particular power distance, individualism and uncertainty avoidance have been studied in relationship to entrepreneurship (Wennekers et al., 2002).

Gender differences in entrepreneurial activity are well documented in the literature (Brush, 2007). Though in recent years the number of women entrepreneurs has increased dramatically (De Bruin, Brush and Welter, 2006), empirical evidence indicates that still almost twice as many men as

women become entrepreneurs, and that these differences are consistent across countries (Watkins & Watkins, 2001). However, entrepreneurship scholars have limited understanding of the factors and decision processes that influence men and women differently to pursue (or not) entrepreneurship and become self-employed (Lituchy & Reavly, 2004).

Discussions in the entrepreneurship literature suggest that glaring and persistent differences between men and women's entrepreneurial activity may be associated with gender characterization (Carter, Anderson, & Shaw, 2001). More specifically, scholars argue that socially constructed and learned ideas about gender and entrepreneurship limit women's ability to accrue social, cultural, human, and financial capital and place limitations upon their ability to generate personal savings, have credit histories attractive to resource providers, or engage the interest of loan officers, angel investors, and venture capitalists (Gatewood, 2005). These factors are believed to interact to influence the kinds of ventures men and women entrepreneurs start as well as its subsequent development. For example, women entrepreneurs are more likely than men to have businesses (often in the service or retail sector) that are smaller, slower-growing, and less profitable, which in turn then reinforces the stereotypical image of men and women in self-employment (Carter & Williams, 2003).

The stereotypical characteristics attributed to men and women in society influence the classification of various occupations as masculine or feminine, which tends to affect people's aspiration and inclination toward such jobs (Cejka & Eagly, 1999). For example, men, compared with women, are assumed to and tend to be more inclined to participate and excel in mathematics and science, while women, compared with men, are more inclined toward arts and languages (Nosek, Banaji & Greenwald, 2002). Scholars interested in the relationship between gender and career choices contend that men and women's preferences are a reflection of their knowledge about gender-related characteristics associated with the task (gender-role stereotypes) as well as their identification with masculine or feminine characteristics (gender identification). In the organizational literature, upper management is believed to be a "manly business" while secretarial jobs are seen as "woman's work" (Heilman, 2001). These stereotypical representations and valuations of what is "men's work and women's work" reflect and promote sex segregation in employment (Marlow & Carter, 2004). Thus, occupations dominated by members of either sex are seen as predominantly masculine or feminine and success in these occupations is believed to require correspondingly stereotypical characteristics. More often than not, the jobs that carry with them power, prestige, and authority in a society are stereotyped as masculine (Marlow, Carter & Mirchandani, 2004).

While many women are succeeding in business, they are still constrained by the gender values, norms and stereotypes in the environment in which they operate. Because of their





reproductive roles they tend to be responsible for business as well as for most of the unpaid work in the household (domestic responsibilities such as cooking, cleaning and caring for children and other household members). They have less time to devote to their work and they are less mobile. Women also face social and cultural barriers, because the overall perception in society is that a woman's main duty is to be a good housewife and mother. Women are also often perceived as weak, passive and irrational (Schein and Mueller, 1992).

Religious orientation is another factor that influences women participation in business activities. Both male and female can respectively work in or outside the home and in any suitable area which is required in order to survive.

Discrimination is another social cultural factor that may hinder women participation in entrepreneurial activities. Even when women entrepreneurs do approach banks for financing, they tend to face discrimination. Women report that bank officials tend to ignore them in meetings and prefer speaking to their husbands or male business partners. The fact that banks engage in gender bias prevents many women from even approaching them. Some women get so discouraged that they do not bother to seek bank financing and turn instead to informal savings groups. Gray (1996) adds that the women's major problem during the start-up is the credit discrimination. A woman is not allowed own land without her husband's or father cosignatory. Although inheritance laws were revised with the succession Act of 1981, women have rarely inherited land and other property in their own right. This means that they lack title deeds which are still the most commonly used form of security for borrowing money, Women own only 1 percent of South Sudan's land (5-6 percent) is held under joint names usually with husband. (World Bank report) Entrepreneurship always involves some level of risk taking. For women in the rural areas, gender stereotyped perception of self, lack of confidence and assertiveness appear to be major barriers. The fear to risk is a big hindrance. The status of women in a patriarchal social structure makes women dependent on males in their lives –husbands or fathers – and family resistance is a major disincentive to business start-up. Other close male family members often make decisions for women hence going against the independent spirit of entrepreneurship. In addition, women are usually less educated than men, making them less well equipped to manage a business Common Wealth Secretariat (2002).

- **Economic factors**

The experiences the women entrepreneurs have in running their businesses include such problems as lack of enough capital, difficulties in transportation and marketing, the perishability of some commodities and competing demand related to household chores, difficulties in licensing procedures, finding staff with the right skills, willing to work for a small firm can be a problem, as is ensuring they have the

time to update their skills and keep up with developments in the field.

Inadequate access to finance is another factor that influences women participation in entrepreneurial activities. The greatest barrier facing women entrepreneurs in South Sudan is access to finance is an issue because of requirements of collateral. In South Sudan only 1% of women own property and that makes it very difficult for women to provide collateral for banks. Most women who venture into businesses in the rural areas and need financing lack the needed collateral to enable them secure bank loans. Responsibility of entrepreneurs for dependents has limited opportunities to make savings or undertake business expansion and diversification Athanne (2011). The financial aspects of setting up a business are without doubt the biggest obstacles to women (Zororo, 2011). Access to finance is a key issue for women. Accessing credit, particularly for starting an enterprise, is one of the major constraints faced by women entrepreneurs. Women often have fewer opportunities than men to gain access to credit for various reasons, including lack of collateral, an unwillingness to accept household assets as collateral and negative perceptions of female entrepreneurs by loan officers (Mahbub, 2000).

The ability to tap into new markets requires expertise, knowledge and contacts. Women often lack access to training and experience in on how to participate in the market place and are therefore unable to market goods and services strategically. Thus, women-owned SMEs are often unable to take on both the production and marketing of their goods. In addition, they have often not been exposed to the international market, and therefore lack knowledge about what is internationally acceptable. The high cost of developing new business contacts and relationships in a new country or market is a big deterrent and obstacle for many SMEs, in particular women-owned businesses. Women may also fear or face prejudice or sexual harassment, and may be restricted in their ability to travel to make contacts (UNECE, 2004).

Women entrepreneurs often lack information about how to get a loan, lack the necessary collateral to obtain one and /or face discriminatory laws or practices related to finance and credit Common wealth secretariat (2002) Finding the finance to get a new business going, or to grow an existing one is a difficult challenge.

Women have fewer business contacts, less knowledge of how to deal with the governmental bureaucracy and less bargaining power, all of which further limit their growth. Since most women entrepreneurs operate on a small scale, and are generally not members of professional organizations or part of other networks, they often find it difficult to access information. Most existing networks are male dominated and sometimes not particularly welcoming to women but prefer to be exclusive. Even when a woman does venture into these networks, her task is often difficult because most network activities take place after regular working hours. There are hardly any women-only or women-majority networks where a



woman could enter, gain confidence and move further. Lack of networks also deprives women of awareness and exposure to good role models. Few women are invited to join trade missions or delegations, due to the combined invisibility of women-dominated sectors or sub sectors and of women as individuals within any given sector (Mahbub, 2000).

Most women have little access to policymakers or representation on policymaking bodies. Large companies and men can more easily influence policy and have access to policymakers, who are seen more as their peers. Women tend not to belong to, and even less reach leadership positions in, mainstream business organizations, limiting their input into policymaking through lobbying. Women's lack of access to information also limits their knowledgeable input into policymaking (UNECE, 2004).

ILO (2008) added that the key factors that affect women entrepreneurs' performance especially in developing continents like Africa are: vulnerability of women to adverse effects of trade reform; restraints with regard to assets (land); lack of information to exploit opportunities; and Poor mobilization of women entrepreneurs; lack of management skills; lack of awareness among young women of entrepreneurship as a career option; conflicting gender roles; gender inequality inappropriate technology; and constraints at the legal, institutional and policy levels .

Makokha (2006) adds that women entrepreneurs have financial social demands that compete with business capital, leading to a diversion of capital away from business needs. Kinyanjui (2006) records that some entrepreneurs felt that it was difficult to obtain loans as they had to show credit records and they did not fully understand the requirements getting and paying loans. Loans from South Sudanese microfinance institutions tend to be limited in amount, have no grace period, are short term in design and carry very high interest rates. Consequently, most women entrepreneurs are likely to have multiple short-term loans to cater for both businesses and social needs. Studies have shown that loans to MSE entrepreneurs only satisfy a fraction of their financial needs (Women Entrepreneurs in South Sudan, 2008). Formal financial support is seen to be too expensive for many women entrepreneurs and hence they treat this as a last resort. (Stevenson & Stonge, 2005). Responsibility of entrepreneurs for dependents has limited opportunities to make savings or undertake business expansion and diversification (Farartri, 2006).

- **Security factors**

Insecurity has many negative social and economic implications that can erode a society's social capital by increasing fear, reducing the quality of life, and contributing to vigilantism. In South Sudan, the pastoralist communities occupy the largest percentage (over 70%) of the country's total land area. The population of the livestock keeping (pastoralist) communities in South Sudan is estimated at about 20% of the total population of the country (i.e. about 7.5

million people out of the total 38,610,097 million) (Sudan Population and Housing Census, 2008) Most of these people occupy the vast Arid and Semi-Arid region of Northern South Sudan. They keep cattle, camel, goat, sheep and donkeys (Kratli, & Swift, 2008). The Northern South Sudanese pastoralists are nomadic ethnic groups that are highly mobile. These are mainly Dinka, and Nuer communities. They move from one area to another in search of pasture and water for their livestock. Their movements are not restricted to one area or even country as they move into and out of neighboring countries such as, Ethiopia and Sudan. These movements are one of the major sources of misunderstanding and conflict between them and their neighbors (Kratli, & Swift, 1999).

According to Khadiagala, (2003), Conflicts and banditry are common across much of the arid lands of northern South Sudan, where firearms are increasingly common among pastoralist communities. In 2009 alone, such violence claimed more than 354 lives, according to the UN Office for the Coordination of Humanitarian Affairs (OCHA), South Sudan. Weapons entering South Sudan from neighboring war-torn countries are making raids increasingly dangerous and sophisticated. In addition to the traditional raiding, conflicts in the region have now taken an economic and political perspective. The above factors have compounded and complicated the whole conflict management process, especially when remoteness and the nomadic nature of the pastoralists are taken into account. With this kind of scenario, the positive impacts made by women in business enterprises in these areas are being affected negatively (Mburugu, & Hussein, 2002).

According to Coalition for Women's Human Rights in Conflict Situations (2003) in many cultures, moreover, it is women who have the most to gain from economic development, and are thus particularly disadvantaged when these resources are diverted during armed conflict. Evacuation, although desirable in many ways, can lead to considerable hardship. Evacuees are generally exposed to foreign-and often inadequate living conditions and, consequently, tend to be more prone to accidents, injuries, and disease. There may also be an increased risk of pregnancy as contraception is generally not readily available, and women are likely to be dislocated from many basic health services.

When there is insecurity it will be difficult for women to participate in entrepreneurship. Loss of human life, property, displacements of large segments of the communities, disruption of socio-economic activities and livelihoods, increased hatred between communities, environmental degradation and threat to water catchments areas, increased economic hardships as a result of loss of business. Insecurity shatters the comfort of predictable daily routines and expectations (United Nations, 2000).



### **K. Theory on Relationship between Women and Business Management**

In explaining the systematic differences why female entrepreneurs adopt a reduced growth intention and the smaller size of their businesses, we employ two theoretical perspectives, consistent with Holmquist & Sundin (2002). These are the liberal and social feminism to explain why women behave differently in the adaptation of the varying degree of growth aspirations. First, some scholars maintain that gender theory and feminist perspectives are necessary to understand this phenomenon. Secondly, others argued that differences and similarities between men and women should be considered within the conventional theories relating to business research field. Holmquist & Sundin (2002) conclude that contributions from both perspectives are needed to provide insights into these imbalances of gender and business. Feminist theoretical perspective address the questions of women's subordination to men, how it arose, how and why it is perpetuated, how it might be changed and what life would be like without it (Acker, 1987). Each perspective of the theories (social and liberal) offers differing views.

#### **L. The Liberal Feminist Theory**

According to Fischer et al., (1993), asserted that the liberal feminist tradition goes back to feminism's earliest days (the first wave of feminism) and argues for the necessity of social reform in order to give women the same status and opportunities as men. The fundamental basis of the liberal theory assumes that men and women are equal and that rationality, not sex is the basis for individual rights. It emphasizes the existence of discriminatory barriers and systematic biases facing women (for example restricted access to resources, education, business experience), which must be eliminated. Liberal feminism is outgrown of political views of equality, entitlement, and individual rights, the liberal feminist perspective has been the basis for many legal changes that have been used to bring about greater equality for women. Liberal feminist theory in the articulation of this theory in the context of women's entrepreneurship posits that if women had equal access to the opportunities available to men such as education, work experience, and other resources, they would behave similarly (Unger & Crawford, 1992).

#### **M. Social Feminism Theory**

Assumes that men and women are seen to be or have become different (Ahl, 2006), social feminism emphasizes that there are differences between male and female experiences through the deliberate socialization methods from the earliest moments of life that results in fundamentally different ways of viewing the world (Fischer et al., 1993). Female's socialization creates different perspectives, goals, and choices for women (Brush, 2006) and they choose their business field accordingly. The relationship between family and work has been stronger for women, rather than seeing their business as a separate economic unit in a social world. Brush (1992) adds that

women view their business as an interconnected system of relations (family, community and business). These differences do not imply that women will be less effective in business than men, but only that they may adopt different approaches which may not be equally as effective as the approaches adopted by men (Watson & Robinson, 2003).

While the outcome of past findings is relevant to the question of if and how female and male entrepreneurs differ, there are still large gaps in knowledge. Some scholars, have systematically explored whether or not potential differences related to discrimination or socialization affect business performance or growth intention. Notwithstanding, the notion that differences do exist between male and female entrepreneurs, researchers fail to investigate uniquely female entrepreneur's growth intentions of their enterprises. Liberal and socialist theories provide socio-cultural reasons for expected gender differences. Sexton (1989) argued that there are no psychological reasons to believe that a female entrepreneur will have a lower propensity for business expansion. Accordingly, there is suggestive evidence that factors associated with growth intention, may vary by gender. Even if intent to grow does not vary by gender the process that leads to the decision may vary (Orser & Hogarth-Scott, 2002). Given the important role of female business owners and their different structural variations, it follows that women may make a decision related to the growth of their businesses using different process by weighing the risk and reward differently from men. In view of these works of literature, the liberal and feminist theories and empirical research provide reasons for expecting gender differences and why female entrepreneurs and female business owners behave differently in their adaptation of low growth intentions. Many studies that were explored (Cliff et al, 1998) identified female entrepreneurs to have less experience in managing employees, less industry experience, prior start-up experience in businesses. Furthermore, women's firm also was found to be smaller than men's and have lower growth and income over some years, and to have lower sales per employee (Kalleberg & Leicht, 1991). Cliff (1998) speculates that women who lack relevant experience may question their ability to manage quickly growing enterprises and may therefore purposely limit the expansion of their firms and these might contribute to their modest growth expectations (Lee-Gosselin & Grise, 1990).

Female entrepreneur's growth intention may also differ in terms of attitudes and values. Birley (1989) posit that sources of culture, behavioral norms, professional networks and family relationship all affect the attitudes of women entrepreneurs. Most women held positive attitudes towards achievement and success, self-preservation, self-worth expressiveness, freedom, health, and education as well as economic profits and growth (Jacobson, 1993). Empirical studies indicate that men tend to place a greater value on economic values and non-ambiguous measures of achievement and success such as status and wealth (Unger & Crawford, 1992).



This offers us a compelling argument for anticipating gender differences in growth intentions. As noted further, female entrepreneurs' position should not be generalized, as they are complicated with varied characteristics and motivations (Sarri & Trihopoulou, 2005). Theories of motivation posit that values influence intentions (Locke, 1991). The value placed on business expansion by female business owners will in no doubt contribute to their growth intentions. More specifically, it is expected that women will be less likely to express a desire to grow their enterprises, since expansion may interfere with other equally cherished goals (Orser & Hogarth-Scott, 2002). Female entrepreneurs have so many roles to play in their lives and tend to face different domestic demands to their male counterparts and therefore may not follow the normally expected growth cycles based on stereotypical male-owned business cycles. Managing households may significantly add to women's capabilities in business. But can also create demands on their lifestyles, which would threaten the pattern of family and conjugal relationships. Thus, due to the many conflicting demands between female entrepreneur's businesses and their personal lives (Buttner & Rosen, 1992;), they may tend to adopt a reduced growth intention (Cliff, 1998) in their businesses, despite the fact that female entrepreneurs are unique, have the skills and competencies to manage business effectively and intentionally (Sarri & Trihopoulou, 2005). Moreover, it is perceived that female entrepreneurs have inadequate resources, specifically in terms of business and managerial experience and access to finance. Lee-Gosselin and Grise (1990) added that female entrepreneurs deliberately adapt to this situational constraint by adopting lower growth expectations (Cliff, 1998).

**• Research Gap**

Women entrepreneurs also explored their perceptions of the types of support that might be most helpful for them in addressing the issues and problems that they are facing. The literature has revealed that many studies have been done concerning women and their importance to the business management. Also the literature has shown much on the issues surrounding women entrepreneurs and the obstacles faced. However, these studies lack detailed information on the role of women play in promoting business management in South Sudan. This work will be a modest attempt to fill this knowledge gap

**III. RESEARCH METHODOLOGY**

**N. Introduction**

This section covers the methods that will be used during data collection of the study and the basic contents in this section include; research design, target population, sample size, data sources and data collection instruments, data analysis techniques and the limitations that will be faced during the study process.

**O. Research Design**

Cross sectional designed was utilizes for the studies a cross section of the population at a single point in time and data was collected at once. Both qualitative and quantitative data was collected and descriptive research design was used to describe the characteristics of the respondents under investigation. The integrate of the different components of the study in a coherent and logical way, to ensure effectively address the research problem; it constitutes the blueprint for the researcher to achieve the objective of the study, a combination of descriptive and cross- sectional research designs was considered to be most appropriate.

**P. Target Population**

The target population at Libya Market were 100 women entrepreneurs. This study was conducted at Munuki Libya market, which were consist of Business manager, small scale business owners, and other basic commodity vendors. Target population refers to the entire group of individuals from which the study seeks to generalize its findings (Source; Business registers, 2019)

**Q. Sample Size**

The study sampling size was 50 respondents. The sample size refers to the number of units that are chosen from gathered population. The sample size was calculated using the questionnaire and interview where Taro Yemen 1970s Formula was applied as stated below;

$$n = \frac{N}{1 + N (e)^2}$$

Where:

n = Sample Size, N = Population size, and E = Margin of error.

Thus n= 100, the level of confidence is 90% and confidence interval is 10%

Substituting those values in the formula.

$$n = \frac{N}{1 + N (e)^2} = \frac{100}{1 + 100 (0.1)^2} = \frac{100}{1 + 100 (0.01)^2} = \frac{100}{1 + 1} = \frac{100}{2} = 50$$

The sample size is 50 respondents.

**R. Sampling Technique**

The study was employ simple random sampling technique to select the required number of participants from the target population. This is a technique in which participants are chosen randomly and entirely by chance, such that each individual has the same probability of being chosen during sampling process (Yates 2008). This was to avoid being bias in questionnaires distribution and data collection.

The sampling was conducted at different proportions, 10 for key women business managers, 20 small scale business owners, 10 for the basic commodities vendors and 10 from the general public on their views in regard to roles of women in promoting business. The sampling will consist of both males and females in all their respective categories of questionnaires distribution.





## S. Data sources

### 1) Primary data

The primary data collection to explore the originality of the data through gathering information relevant to the study, Primary data obtained from respondents from Munuki Libya Market in Juba, South Sudan. By the use of questionnaires and interview manuals, the researcher gathered data from respondents which in fact are the primary concern of this survey design approach to get first-hand information.

### 2) Secondary data

Secondary data collection explored the supplementary to the above methods where data was obtained especially from Annual reports of managers in Munuki Libya Market in Juba, South Sudan library, text books, journals and News Papers

## T. Data Collection Tool.

The main instrument in data collection was through semi-structured questionnaires targeting business managers, small scale business managers, and basic commodity vendors. The questionnaires will be administered to the respondents by the researcher. This will be because of merits claim on behalf of the method which are as follows: large sample can be made use of and thus the results can be made more dependable and reliable; respondents, who are not easily approachable, can be reached conveniently; respondents have adequate time to give well thought answers; it is free of bias from the interviewer-answers are in respondents' own words; and there is low cost even when the universe is large and widely spread geographically.

## U. Validity and Reliability of the Research Instrument

### 1) Validity of Data

Validity refers to the appropriateness of the instrument (Amin, 2005). To ensure validity, the questionnaire was developed and validate by the researcher. After which a Content Validity Index (C.V.I) was computed using the formula:

$$CVI = \frac{\text{Number of Items declared valid}}{\text{Total Number of items on the questionnaire}}$$

The purpose of validity in the study was to seek relevant evidence that confirms the answers found with the measurement device which was the nature of the problem. The validity of the instruments was ensuring through constructive criticism from the project supervisor who has had an extensive experience and expertise in questionnaire. The items were revised and improve according to the supervisors' advice and suggestions.

### 2) Reliability of Data

Reliability was a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 1999). According to Amin (2005),

an instrument is reliable if it produces the same result whenever it is repeatedly used to measure trait or concept from the same respondents even by other researchers.

The reliability of the instrument was improved through pre-testing. Pre-testing involves relying on colleagues, respondents' surrogates or actual respondents to refine measuring instrument reliability. It was done in order to limit the distorting effects of random efforts on the findings.

## V. Data Processing and Analysis.

The collected from the field was sort, edit, code and compiled to have the required quality, accuracy and completeness. The data was computing into computer using the statistical package for social sciences (SPSS version 20.0) for analysis. Cross tabulation was used to establish the relationship between the study variables. The regression analysis was used to establish the combine effect of study variables between independent variables and dependent variable.

## W. Ethical Consideration

The research process was guided by sound ethical principles which include the followings: -

**Voluntarism;** the researcher was ensuring that respondents are not coerced or manipulated into participating in the study. Respondents was told the purpose of the study and their consent to participate in the study was required.

**Objectivity;** the researcher was ensuring objectivity when carrying out the research any attempt to bias results is considered unethical and should therefore be avoided.

**Confidentiality;** the respondents was assuring of confidentiality and anonymity. The names were not writing anywhere in the report, and the information given was only used for academic purposes.

**Respect;** the researcher ensure respect for the respondents. Respect was encompassed respecting the opinion of the respondents including the opinion to terminate the interview whenever they felt uncomfortable to continue, questioning style especially for very personal and sensitive questions.

## X. Limitations of the Study

Failure to respond to certain questions and providing false information will be a limitation to the study. This is due to fear by some respondents that the researcher will expose their economic development challenges to the public as they are the engines of the economy.

However, the researcher used logical questions such that they will be able to release information needed by the researcher.

The study is limited by inadequate finance as it will be costly in terms of movement and buying of materials to use. Here, the researcher will try to mobilize for more funds by soliciting funds from sponsors.

There is also a problem of some respondents' failure to give out their views and also fill the questionnaires. Here, the



researcher was supplement this information by carrying out face to face interviews.

#### **Y. Solution to limitation of the study**

The researcher was hired research assistants to help him during the course of data collection. The researcher may also face the challenge of language barrier as many of the respondents may not speak the same language. the researcher was acquiring the services of interpreters to enable him communicate effectively with his respondents. The researcher was used his own financial means to finance the research.

### **IV. DATA PRESENTATION AND DISCUSSION**

#### **INTRODUCTION**

This chapter presents the data obtained for an assessment carried on the women role in promoting Business Management particularly at Libya Market South Sudan. The analysis was basically made on (50) responded questionnaires where the data collected has been generalized through tabulation, pie chart and graphs to present the views of respondents using Statistical Package for Social Science (SPSS).

#### **Z. Summary of Bio-Data of the respondents**

The summary has been categorized into two reflecting Bio-Data of the respondents and the summary of the main finding results obtained from study of this research.

The finding result indicated that 52.1% were those whose ages fall under range of 26 to 35 years old, followed by those whose ages ranged from 15 to 25 years. While 35 to 45 ages group made up 12.5% of the respondents. And the leading gender with 75% majority was male while female represent 25% of the respondents who have participated. The inequality between two genders above mentioned has been exist among the communities even though it had not adopted as a policy, women suffered from limited rights imposed by some cultural norms in the country.

According to the finding in figure 4.3 result, 54.2% were singles, 43.8% were married while 2.1% were separated couples. Base on finding in regard to marital status, those who have not married were the majority in reference to this finding result. This implied that the population of unmarried people is higher compare to married population in the country.

In regards to educational level of the respondents, it has shown in figure 4.4 above that 47.7% of the respondents were Degree holders, 31.3% were Secondary leavers and those who have technical school certificates made up 14.6%. Master's made up 4.2% while primary level constituted 2.1% of the entire respondents. This mean most of the people have enrolled to higher level studies and the rate of literacy is increasing in the country due to high competition among the people and labour market modernization. Meanwhile the majority of 60.4% in regard to occupation present other, 18% were managers, 10.4% were supervisors, directors were 8.3% and head of human resources made up 2.1% respectively. This result

implied to us that most of the respondents were serving in other unclassified occupations according to huge indication shown in this research.

It has implied that 60.4% of participants were those who served for period ranged from 1-5 years, followed by 22.9% of those who 6-10 years' experiences while 8.3% equally presents number of respondents who have been in services for 11-15 years and 16 and above respectively. This mean majority among respondents were those who have 1 to 5 years' experiences in their various institutions.

### **V. SUMMARY, CONCLUSION, RECOMMENDATIONS**

#### **SUMMARY OF THE MAIN FINDING.**

As the respondents were being asked whether they have ever been participated in an advertisement of any kind, 91.7% responded 'Yes' while 8.3% said 'No' they have never been exposed to advertisement. According to complements given by majority, most of participants were familiar with advertisement in their daily businesses. The result shows that 29.2%equally constituted those who normally advertised on TV and radio as a mean of advertising their information, 20.8% used newspaper. Meanwhile internet and Billboards comprises of 14.6% and 6.3% of the respondents. This implied that most of respondents were so familiar and usually relies on TV and radios advertisement compare to other means of advertisement. 62.5% and 29.2% have strongly agreed and agreed with statement that advertisement create strongly relationship between management, workers and consumers through quality control. Oppositely, 4.2% among participants have disagreed, 2.1% of the respondents shows their strongly disagreement and 2.1% also were not sure. Based on what majority agreed, advertisement plays significant roles in marketing and it strengthening chains of marketing.

The statement that there is not relationship between advertisement and productions has been strongly agreed by 33.3% while disagreed by 25% of the respondents. 22.9% in other hand agreed with statement, 12.5% were strongly disagreed and 6.3% constituted respondents who were neutral. According to result, the statement has been affirmed by majority of respondents who have agreed with it. In other hand, 60.4% were respondents who have strongly agreed with statement that advertisement Assist Company in achieving profitability through customer satisfactions, 35.4% others agreed while 2.1% were not sure and strongly disagreed with statement respectively. This implied that women role promoting business management has role in shaping performance of the company and satisfaction of the customers. As it was mentioned that advertisement can influence customer satisfaction efforts towards company's quality product, 62.5% have strongly agreed, 25% have agreed while 6.3% constituted number of the respondents who were not sure and those who have strongly disagreed with statement respectively. According to majority, promotion influence customer satisfaction efforts toward company's quality commodities, the respondents were asking whether they do



believe in advertising messages, 100% absolutely said 'Yes' they do believe so, meaning that there is no any doubt in advertising messages according to majority views.

In regards to what has revealed, 97.9% among participants have said 'Yes' they think advertising is very important in quality control however, 2.1% other said 'No'. This implied that advertisement is very essential in quality control and management should be mindful to keeps in touch with customers through advertisement. 68.8% were those who responded 'Yes' they buy products based solely on advertising, 29.2% were sometimes buy while 2.1% said 'No' they don't buy advertised products. But the reality remains the same that most of participants usually buy from products which are advertised by business entities. As the respondents were accordingly ask to rate the level of their satisfaction after purchasing an advertised products, 50% of the respondents said they were very satisfied, 41.7% implied they usually satisfied with their products, 6.3% were neutral while 2.1% only said they were very unsatisfied with goods they purchased. According to respondents' views, majority were very satisfied with goods/products they have purchased from various companies who promotes their commodities.

The statement that women role promoting business management increase consumers' morale toward quality control has been strongly agreed by 56.3% and subsequently agreed by 37.5% of the respondents. 4.2% were not sure and those who have disagreed made up 2.1% respectively. In line with leading perspectives of the majority, promotion attracts consumers' morale toward quality product of the entity. In reference to what has implied above in figure 4.17 result, majority have attributed the positive impacts of women role in promoting advertisement to increase of consumers' morale toward quality control. According to finding result, 45.8% and 41.7% leading averages present number of respondents who have agreed and strongly agreed with statement that promotion improve consumer interest in product purchase. 8.3% constituted those who disagreed while 2.1% equally made up those who were not sure and those who strongly disagreed with statement. The report revealed to us the significant of advertisement in regards marketing of the goods because it can influence and improve consumer interest to buy more products.

According to 43.8% of the respondents, they strongly agreed and believed that advertisement lead to high productivity in the organization, 37.5% others agreed meanwhile 12.5% were not sure and 6.3% made up those who have disagreed respectively. The statement has been affirmed right by majority who have agreed with it accordingly. However, the statement that advertisement can increase organization commitment to quality production was strongly agreed by 43.8%, agreed by 37.5%, 10.4% were not sure, 6.3% have disagreed and 2.1% made up those who have strongly disagreed with statement respectively. This mean advertisement has an impact on organization's commitment to quality production. And finally, 50% and 35.4% constituted

respondents who have strongly agreed and agreed with statement that women role promotion has significant impact on organization's profit. 6.3% were not sure while those who have disagreed and strongly disagreed made up equal portion of 4.2% respectively. The result shows that women role plays significant roles in profits making.

## CONCLUSION

Since business promotion is among significant tools of the business management, majority of the respondents according to this study had presented positive views in regards to importance of women role in business management. As the modernization of the marketing differ from one organization to another, majority of the respondents emphasized that the usually use to advertised on TV and radio subsequently as marketing mean in which they can reach their respective customers. It has revealed that there are other means of market promotions such as internet by creating business page, billboards among others. Based on what has been stated by majority, promotion plays significant roles in marketing and it helps to strengthen marketing chains. Besides, the result pointed out that advertisement plays vital role in shaping business management of the company and satisfaction of the customers through provision of necessary details of their quality and standard level of their products. The customer satisfaction is very essential in profit making organization and that is why most of business entities are completing on regular basis to satisfy and retained their customers because the promotion influence customer satisfaction efforts towards company's quality product.

According to this report, the advertisement had been acknowledged by majority that it is too essential in quality control and management should be mindful to keeps in touch with customers through advertisement. And according to respondents, the majorities were very satisfied with goods/products they have purchased from various companies who advertised their commodities because they were being influenced by nature of advertisement made. This implied to us that advertisement can increase consumers' morale towards quality products and keep them in touch with business activities by acquainting themselves with business' information and productions standard.

Generally, the results traced out positive impacts of women role in promotion to business management and in particularly to Libya Market Munuki Payam South Sudan. The impacts of promotion were not limited to attraction of the customers, increase of productivity, shaping of the performance among others. This encouraging report implied that there is need of more efforts to modernize and extension of publication services to other sectors which have never reached by services due to incapacity of the company to meet the demands of the people.



**RECOMMENDATIONS OF THE STUDY**

According to the respondents, the below were recommendations given to Libya Market Munuki Payam, South Sudan.

**THE WOMEN ROLE IMPACT IN PROMOTING BUSINESS MANAGEMENT.**

- The management should train its employees to modernized activities of the company to meet global standard and quality control to avoid misinformation,
- The company should ensure that it maintain a good customer- business relationship so that its maintain the customer loyalty to the brand and achieve greater sales.
- Innovation in product design and good customer retention policy should be the mode of operation of the company.

**5.3.2 THE ROLE OF PROMOTION IN BUSINESS MANAGEMENT.**

- There should be guiding policy regulating activities of the Libya market other publications source in order to create attention that focused on effectively marshal the advertising campaign plan to meet the need of customer and not just as an annual activity that must be carry out by marketing department.
- The business entities should be oriented on importance of promotion and advertisement to business productivity and marketing,

**5.3.3 THE IMPACT OF PROMOTION IN BUSINESS MANAGEMENT.**

- The business managers should associate themselves with promotion and other publication source to promote effective activities of the business management.
- Top management should be involved in the continuous evaluation and monitoring of role of women in promoting business management to ensure that the goals and objectives set are achieved and appropriate corrective actions are taken in the event of deficiencies.
- More studies should be carried out to address outstanding issues facing business sectors in assessing publications of their business' activities.
- To realize the goals and objectives of business management promotion, this study has shown that women role promote business expenditure has a negative weak the profitability of business organization.

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