

Role of Women Entrepreneurs in Work-Time Management and Decision-making Process in Agricultural Microenterprise

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ABSTRACT

This research work is aimed to find the extent of participation of women entrepreneurs in microenterprise like mushroom cultivation and marketing by exploring their work and time management with decision-making strategies. A survey of 60 women entrepreneurs engaged in mushroom cultivation was conducted to assess women entrepreneurs' time and decision-making issues and employee attitudes. A snowball sampling was used to compare the work-life balance of startups and established women entrepreneurs who worked alone, with spouses, or with partners. The study findings revealed that majority of women are actively engaged in mushroom cultivation activities and have given equal time to households and entrepreneurial activities. But still, their role in decision-making in running a microenterprise like mushroom cultivation and marketing is very low. They are working as subordinates or work jointly, and this may due to their socio-economic factors status which keeps them away from decision-making process. This research work would be helpful for academicians, enterprises, human resource and management consultants, policymakers and professionals to understand management practices of women engaged in relation to decision-making, work distribution and time management in the agricultural microenterprise and also in their household.

HIGHLIGHTS

- The majority of women have actively engaged in mushroom farming, namely in the tasks of packing and spinning. However, they have limited opportunities to participate in marketing activities.
- Despite playing a crucial role in mushroom cultivation, their standing in decision-making processes regarding raw material selection, purchasing frequency, location, source, payment method, transportation, purchasing delegation, and marketing is minimal and questionable.

Keywords: Women entrepreneurship, agriculture, work-time management, microenterprise, decision-making, household

Entrepreneurship is emerged as one of the opportunities to identify and setup any business activity and subsequently deploys the resources for its exploitation. This is a route to creative something new, innovative and always endeavored to generate employment and enhancing wealth and employees for the enterprise. Rural entrepreneurship is a sector with high potential to undertake various business, industry, agriculture and allied activities

that can play a significant role in economic growth of the nation (Prabhakar *et al.* 2023a). Women are become the powerful and decision-making factor

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in economic and entrepreneurial activities where work-time management and decision-making strategies become very important for the pursuits of profit and employment generation. Women entrepreneur working in rural sectors, are facing the issues of life, work and family which affects their working potential in organization. In present scenario, it is become difficult to manage work with time as people are continuously under increasing workload (Sonam *et al.* 2020a; Patil & Deshpande, 2021). The concept of work and success are different for men and women. Apart from achieving goals and high profits, women success also depends on defining their own destiny, doing something fulfilling, strengthening relationship with clients and maintaining a better work-life balance. The success also covers the empowerment through which they gain power and status in the market, family and community as well (Omar *et al.* 2019). Women entrepreneurs are also facing issues like health issues, time management, marketing ignorance, lack of social support, low income, and work overload are the biggest obstacles for women entrepreneurs in India (Panchanatham and Mathew, 2011).

Thus, managing a work with family is a rolling task for women who motivate them to be an entrepreneur for their flexible life style and live a financially independent life with status and dignity. Female entrepreneurs are facing same or even more challenge as their male counterparts involved in enterprise. Apart from being a successful in business, they are also facing the societal expectations for females bearing the workload of housework and childcare (Maheshwari and Sodani, 2015). Women entrepreneurs have to face certain barriers in establishing and running business such as discrimination in property due inheritance/customary laws, lack of access to financial mechanism, and lack of access to information and network. women are real grassroots volunteers and can make a significant contribution to the economy and financial status of the family, society and nation (Kamlakkannan 2018; Sonam *et al.* 2021a). Women are also engaged in invisible workload including making appointments, schedules, maintaining logistics for family planning meals, remembering birthdays and much more. Therefore, being a woman, their roles are judge at every time within

the personal life to full fill the expectations of family, friends, and society. Whereas in professional life she has to perform well to full fill the expectations of stakeholders (Cesaroni and Paoloni 2016). Hence, it is become crucial to manage the work and time and they have to be cautious while making decisions for the growth of business or enterprise. Like other sector, women have vital role in agricultural development and related fields. The nature and extent of women's involvement in agriculture varies greatly from region to region but regardless of these variations, women are actively involved in various agriculture activities. Involvement can be defined as creating an environment in which a grower involved more in day-to-day decision-making. Increased involvement in agricultural activities will help reduce the problem of ageing farm population and increasing unemployment (Sonam *et al.* 2020b; Sonam *et al.* 2021; Sharma *et al.* 2022).

Entrepreneurship development among women could prove a suitable approach for economic empowerment. This is the only possible way to empower women by skill and capacity building; the rural women can adopt agriculture-based business on individual or group level and rise their which make them economically and socially empowered. Seed production, bee-keeping, dairy, cultivation of fruits, flower and exotic vegetables, mushroom production can increase the income of farmer up to 70-80%. A women entrepreneur has to struggle effectively managing work with time and to moderate this issue (Chunera 2020). Kumari (2001) observed that men made more independent decisions about crop production (81%), labour allocation (73.2%), and livestock (76.2%) than women. Rural women's biggest challenge was male dominance in farm and home decision-making. 90% of respondents supported this, 80% supported low education, and 84% faced lack of knowledge and skill. Rural women cited poor extension agency contact (78%), credit institution access (74%), and social constraints (68%).

Premavati and Seetharaman (2002) in their study on "Decision-making pattern of rural women in farm related activities", revealed that the farm women were involved in decision-making in the case of fixing wages for agricultural laborer (58%), storage (40%), weeding (34%), thinning (33%) and gap filling (33%). Kikrwood and Tottel (2008) used



four strategies: First, she can share family roles like child care, cooking, and cleaning. She can share her extra entrepreneurial activities with the personal assistant, lower-level staff, etc. The second is a place to work, but home is best because she can work and take care of the child. As a poor woman, working from home reduces workplace expenses and allows her to work happily; the third strategy is working technique. Flexibility is important in some sectors, like service, where one must work when customers arrive, but it's better to set a work schedule to avoid overload considering each person's priority. The fourth strategy is working with a partner. Since working with friends, relatives, or a husband can help a business, a woman has to choose a partner to avoid conflict and ambiguity. Yavana (2010) carried out a study on "Impact of farmers field school on farm women participants in Karnataka community-based tank management project" and observed that majority of the respondents (40.80 %) had low degree of cosmopolitanism while, 30.80 % of the respondents had medium cosmopolitanism and 28.40 % had high cosmopolitanism.

Additionally, it was reported that less than half (41.70%) of farm women fell into the category of medium management orientation, compared to 32.50% of respondents who had high management orientation and 25.80% of participants who had low management orientation. According to a report, in the first situation, 45% of farm women make decisions by taking into account all the personal, social, and situational dimensions of the decision area. "undecided or totally dependent on external source for taking decision". It was also reported that the management orientation of farm women was significantly related with the decision-making of the respondents. Singh and Vinay (2013) found that women are disproportionately involved in four farm tasks: seed storage (75%), winnowing (75%), animal care (74%), and harvesting (71%). On average, women work 8-9 hours per day during harvest time, and 4-5 hours per day during the off season. Bala and Jain (2016) reported the barriers that scheduled caste women felt prevented them from starting their own cutting and tailoring business, were examined. After receiving training, the majority of respondents (68.89%) had developed high level skills (28-92). The majority of respondents (42.50%) had medium symbolic cutting and

tailoring for adoption. According to the majority of respondents, lack of money was ranked above lack of time and social and personal constraints. Women were not permitted to enter markets, which placed first in marketing restrictions. More than half of the respondents (56.67%) used to make joint decisions about the purchase of equipment and raw materials for their businesses. While nearly a quarter of respondents—26.66% of the male members—used to make decisions on their own. Only women (16.67%) have ever made decisions on their own. More than half of the male members (55.56%) used to make financial decisions, while almost equally as many decisions over 20% were made by women (20%) or by men and women together (24.44%).

Mushroom cultivation and its marketing are one of the technically feasible and profitable ventures which is a source of high income and employment. This entrepreneurial activity is having a lot of potential to uplift the socio-economic profile of rural women. The venture is highly combinable with other traditional agricultural and domestic activities and contributes a lot to the livelihoods of small, marginal and landless farmers with proper cultivation training. This can be added to their financially self-dependence and income generation source throughout the year. Like other enterprise this establishment also needs a work-time management and decision-making plan to grow as a successful capital generating venture (Grimm and Wösten 2018).

Obaa and Shemereirwe (2004) found that up to 70% of the respondents agreed that they had heard about cultivated mushrooms. Many of the respondents (41.7%) had no idea how they would benefit from cultivated mushroom. Majority of the respondents (78.3%) who said it was women and children collecting mushroom. Some of the respondents (11.7%) think children are responsible for mushroom collection. Sharma *et al.* (2007) studied the role of women in mushroom cultivation in Sonipat District of Haryana and found that mushroom growing has been appreciated as a technically feasible and highly profitable venture. They also found that the farm women were found to be contributing in mushroom cultivation in female dominated operation as compared to male dominated operation. The proportion of contribution of male in male dominated operation



was found to be 61.23 per cent. The corresponding figure for female dominated operation was 26.44 per cent. The proportion of women contribution (50.83%) even in jointly operated operations was higher than men (49.17%). Truc *et al.* (2013) aimed to determine the current utilization practices of rice straw. The total respondents in 417 out of which 60 per cent in Central Luzon had never heard about straw mushroom. All the farmer respondents in Mekong Delta knew about straw mushroom. Among the various factor tested in Mekong Delta two factors (household income and household size) appeared to have significant negatively affect -0.0001925 and -0.2538631 on respondents' decision to use rice straw in growing mushroom. Pradhan *et al.* (2016) revealed that among various income generating activities, the extent of involvement of farm women in agro-processing (Rank I) then vegetable cultivation, mushroom cultivation, backyard poultry rearing, dairy farming, Goat farming, Craft making and vermin- composting etc. Mushroom cultivation secured Rank II which mean score is 1.96 because the paddy straw is plenty available in Bhadrak District. The data also revealed that decision-making regarding spending of money secured rank III (MSV = 1.96). Sonam *et al.* (2021b) found that after proper knowledge and training of mushroom cultivation, majority of women (75%) gained a medium level of knowledge in mushroom cultivation and it's processing while 73.33% of women agrees that mushroom cultivation and its marketing is a profitable venture. This research paper aims to find the extent to which the women entrepreneurs are involved through work-time management and decision-making pattern towards their entrepreneurial activities in mushroom cultivation and marketing.

Objectives

- ♦ To assess the involvement of women growers in different activities in mushroom production.
- ♦ To know the management practices of mushroom growers.
- ♦ Work distribution pattern of women mushroom growers.
- ♦ Time management pattern of mushroom growers.
- ♦ Time use pattern of women growers in mushroom enterprise.

- ♦ Average number of man-days per year in entrepreneurial work.
- ♦ Decision-making pattern of women mushroom growers.

METHODOLOGY

The main material of the study consists of the original data obtained by a survey method from the women mushroom entrepreneur in Samastipur, Bihar, India. A total of 60 respondents which is selected by snowball technique were interviewed using a structured questionnaire. The two Blocks: Pusa and Tajpur was selected purposively and from each Block two villages were selected. From Pusa Block-Birauli and Kumra village and from Tajpur Blocks- Shadipur and Rahimabad villages were selected. In order to collect data, a well-structured interview schedule was created based on the study's objectives, independent variables, and dependent variables. The gathered information was quantified and explained in terms of frequency (f), percentage (%) using suitable statistical tools such as MS Excel (Microsoft, USA).

RESULTS AND DISCUSSION

Involvement of Respondents in Various Activities of Mushroom Production

Involvement can be defined as creating an environment in which a grower involved more in day-to-day decision-making. Increased involvement in agricultural activities will help reduce the problem of ageing farm population and increasing unemployment. It was noticed that the farm women were very much involvement in mushroom cultivation and least interested in vermi-composting (Pradhan *et al.* 2016). The data in Table 1 shows the involvement of women in various activities like spawn preparation, pre-treatment, composting, preparing bag, pinning, supervision, casing, harvesting/plucking, packaging, and marketing of mushroom cultivation. The analysis of data indicated that majority of the women mushroom growers 71.67 % involve in supervision of various activities of mushroom by herself only. Further, it was noted that majority of women mushroom growers (65%), were performing the preparation of mushroom bag and pinning activity herself. More than half of the respondents (55%) were found to be

Table 1: Involvement of Respondents in Various Activities of Mushroom Production (n =60)

| Sl. No. | Activities | Self | | Self and Husband | | Others | | Self, Husband and Others | | Self and Others | |
|---------|----------------------|------|-------|------------------|-------|--------|--------|--------------------------|-------|-----------------|-------|
| | | f | % | f | % | f | % | f | % | f | % |
| 1 | Spawn preparation | — | — | — | — | 60 | 100.00 | — | — | — | — |
| 2 | Pre-treatment | 20 | 33.33 | 13 | 21.67 | 1 | 1.67 | 8 | 13.33 | 18 | 30.00 |
| 3 | Composting | — | — | — | — | 60 | 100.00 | — | — | — | — |
| 4 | Preparing bag | 39 | 65.00 | 2 | 3.34 | — | — | 12 | 20.00 | 7 | 11.66 |
| 5 | Pinning | 39 | 65.00 | 2 | 3.34 | — | — | 12 | 20.00 | 7 | 11.66 |
| 6 | Supervision | 43 | 71.67 | 12 | 20.00 | 2 | 3.33 | 2 | 3.33 | 1 | 1.67 |
| 7 | Casing | 33 | 55.00 | 15 | 25.00 | — | — | 10 | 16.67 | 2 | 3.33 |
| 8 | Harvesting/ Plucking | 11 | 18.34 | 8 | 13.33 | — | — | 32 | 53.33 | 9 | 15.00 |
| 9 | Packaging | 12 | 20.00 | 9 | 15.00 | 3 | 5.00 | 23 | 38.33 | 13 | 21.67 |
| 10 | Marketing | 1 | 1.67 | 4 | 6.67 | 3 | 5.00 | 48 | 80.00 | 4 | 6.66 |

f = frequency, %= percentage.

Table 2: Work Distribution Pattern of Mushroom Growers (n=60)

| Sl. No. | Activities | As a worker | | As a helper | | No involvement | |
|---------|--|-------------|-------|-------------|-------|----------------|-------|
| | | f | % | f | % | f | % |
| 1 | Purchase of raw material/ machinery/ Equipment | 10 | 16.67 | 47 | 78.33 | 3 | 5.00 |
| 2 | Storage of raw material | 26 | 43.33 | 32 | 53.34 | 2 | 3.33 |
| 3 | Care of stored item | 42 | 70.00 | 18 | 30.00 | — | — |
| 4 | Pre-treatment of substrate | 33 | 55.00 | 27 | 45.00 | — | — |
| 5 | Mixing of spawn | 53 | 88.33 | 7 | 11.67 | — | — |
| 6 | Cutting of poly bags | 54 | 90.00 | 6 | 10.00 | — | — |
| 7 | Making hole in poly sacs | 55 | 91.67 | 5 | 8.33 | — | — |
| 8 | Filling of substrate in poly sacs | 48 | 80.00 | 12 | 20.00 | — | — |
| 9 | Covering the field in poly sacs | 51 | 85.00 | 9 | 15.00 | — | — |
| 10 | Setting of wooden frames | 8 | 13.33 | 42 | 70.00 | 10 | 16.67 |
| 11 | Supervision of work | 51 | 85.00 | 9 | 15.00 | — | — |
| 12 | Sprinkling water | 46 | 76.67 | 14 | 23.33 | — | — |
| 13 | Harvesting | 24 | 40.00 | 36 | 60.00 | — | — |
| 14 | Cleaning of extra fruits bodies | 23 | 38.33 | 36 | 60.00 | 1 | 1.67 |
| 15 | Packaging of mushroom polythene bags | 18 | 30.00 | 40 | 66.67 | 2 | 3.33 |
| 16 | Marketing | 6 | 10.00 | 54 | 90.00 | — | — |

f = frequency, %= percentage.

engaged in casing for getting more production. More than half of the respondents (53.33%) who said it were women, children and their husband collecting mushrooms. A large majority of women mushroom growers (80%) engaged with other member like husband, relative, neighbors, middleman etc. for marketing of mushroom.

Work Distribution Pattern of Women Mushroom Growers

Mushroom cultivation is done indoors and requires little land. Cultivation of mushroom is possible

under closed structure such as thatched huts or covered space. It does not require much capital investment and has a shorter growing season. Hence, it can be taken up by small and marginal farmers and especially women. All the operations of mushroom cultivation can be easily managed by the women. The details related to work distribution pattern are presented in Table 2.

In this study area, women were found to be engaged in mushroom cultivation practices for income generating activities. Some of the women were growing mushroom (53.33%) from September



to March and running their units with the help of their family members and paid worker. The work involvement of the units has been studied by the researcher and data were analyzed for knowing the involvement of different persons in different activities of the units. The details related to work distribution pattern are presented in above Table 3. The data pertaining to the work distribution pattern of mushroom growers were found to involved only as a helper for purchasing of raw materials, machinery and equipment while, a large percentage of respondents (78.33) shouldering by their husband. The respondents (43.33%) were found to be as a helper in storage of raw materials activities. The respondents (53.34%) were mainly involved as helper was done by their husband or their relatives/ family members. The less percentage of respondents (43.33%) was shouldering storage of raw materials activity. Large numbers of respondents (70.00%) were taking care of stored items as a worker, as they were having the knowledge regarding preservation of spawn and other materials like fungicides, pesticides etc. This might be due to the fact that pre-treatment of substrate activity takes long time. The respondents (45%) worked for pre-treatment of substrate as a worker and remaining respondents (55%) were involved as a helper for treatment of substrate.

The large percentage of respondents (88.33%) were found to be involved as a main worker for mixing of spawn while only a 11.67 per cent respondents involved as a helper for mixing spawn. Majority of respondents (90%) were performing all these activities (filling of substrate, cutting of poly bags, making hole, and covering the field in poly sacs) herself as worker, which highlighted that they are trained mushroom growers. Setting of wooden frames for mushroom cultivation done by other members, as respondents acts as a 'helper' for setting wooden frame for mushroom cultivation. Majority of respondents (70%) acts as worker. Majority of the respondents (85%) were herself supervision the mushroom activities which was followed by the 15 % of respondents who involved as helper. In sprinkling water activity 76.67 % of respondents herself performed this works as a worker followed by as a helper (23.33%). More than half of the respondents (60%) engaged as a helper in this activity while 38.33 per cent respondents took responsibilities as a worker.

In cleaning of extra fruits bodies and packaging of mushroom in polythene bags a majority (60%) of respondents engaged as a helper which is clearly shows they need help. The maximum of respondents (80%) engaged as a helper for marketing of mushroom as they involved their husband, other family members and paid workers for selling their mushroom in the market. In nut shell it can be concluded that on overall data highlighted that a women mushroom growers were shouldering the most of the important activity of mushroom cultivation by herself i.e., making hole in poly sacs bag of mushroom bag (91.67%) for getting maximum mushroom fruiting, opening of poly bag (90%), mixing of spawn (88.33%), covering the mushroom growth in poly sacs and supervision of all most all the attention activities required (85% each), filling of substrate in poly sacs in mushroom bags (80%) and care of stored item viz. produced mushroom, other raw materials i.e. spawn, hanging rack, thread, utensils, polythene bag, scissors etc. These finding revealed that women mushroom growers are having good knowledge of mushroom cultivation and it can be concluded that mushroom cultivation is a woman friendly activity. Hence, participation of women in agriculture can be acknowledged. The findings of the results are in the strong agreement with previous research work by Dudi & Meena (2017).

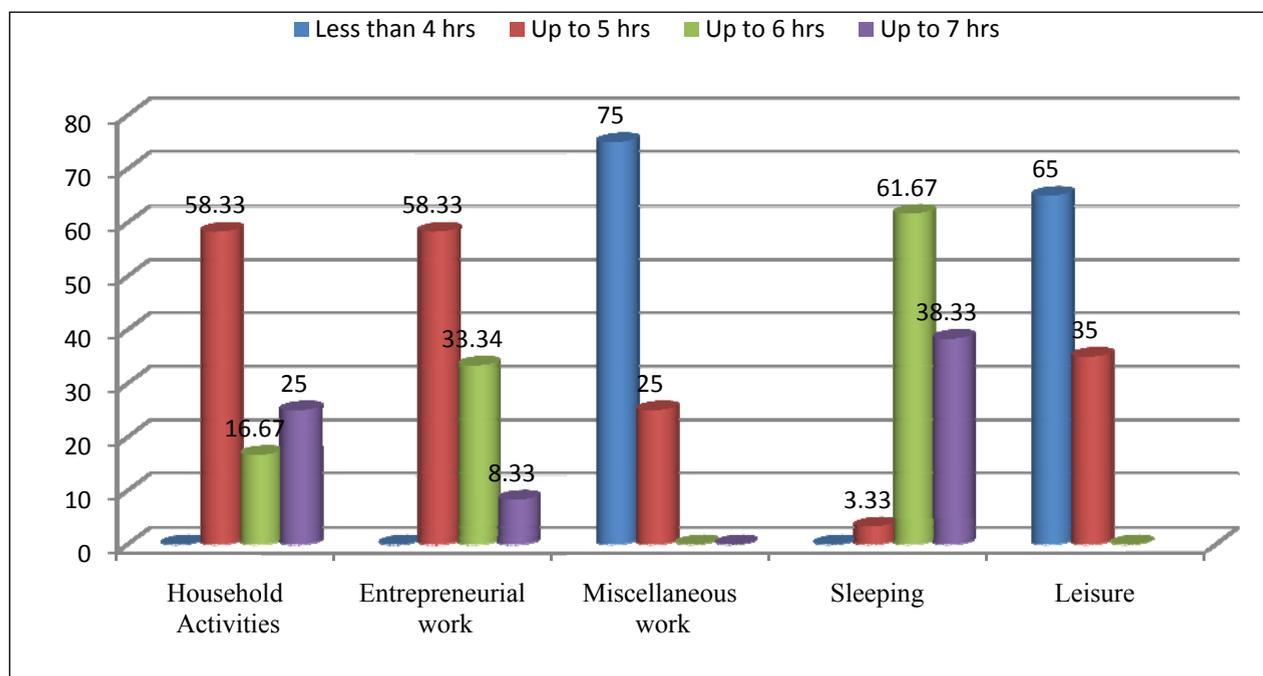
Time Management Pattern of Mushroom Growers

The time management is a process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increases the effectiveness, efficiency or productivity. It controls the functions of attention- span, impulse-control, organization, learning from experience and self-monitoring, among others. Through the time management women spend time manually in entrepreneurial work and household work. The data in Table 3 indicated the time management practices of women mushroom growers. The data in above Table showed that majority of respondents (58.33%) were spending up to 5 hours for their household works which was followed by 25 % respondents were giving up to 7 hours and remaining 16.67 % were giving up to 6 hours for it. So far as entrepreneurial works are concerned in their units, maximum respondents (58.33%) were spending time

Table 3: Time Management Pattern of Mushroom Growers (n=60)

| Sl. No. | Activity | Less than 4 Hrs | | Up to 5 Hrs | | Up to 6 Hrs | | Up to 7Hrs | |
|---------|----------------------|-----------------|-------|-------------|-------|-------------|-------|------------|-------|
| | | f | % | f | % | f | % | f | % |
| 1 | Household Activities | — | — | 35 | 58.33 | 10 | 16.67 | 15 | 25 |
| 2 | Entrepreneurial Work | — | — | 35 | 58.33 | 20 | 33.34 | 5 | 8.33 |
| 3 | Miscellaneous Work | 45 | 75.00 | 15 | 25.00 | — | — | — | — |
| 4 | Sleeping | — | — | 2 | 3.33 | 35 | 61.67 | 23 | 38.33 |
| 5 | Leisure | 39 | 65.00 | 21 | 35.00 | — | — | — | — |

f = frequency, % = percentage.

**Fig. 1:** Distribution of Respondents according to Time Management Pattern of Mushroom Grower

up to 5 hours followed by 33.34 % respondents were giving time up to 6 hours and remaining 8.33 % respondents were engaged up to 7 hours for this work. Further, it was reported that 75 per cent of respondents were giving less than 4 hours for their miscellaneous work, followed by the respondents (25%) engaged up to 5 hours for their above mention work. More than half of the respondents (61.67%) were sleeping up to 6 hours followed by the 38.33 % up to 7 hours who were giving 7 hours for sleeping. For leisure activity 65% of respondents were using less than 4 hours for their leisure time activities, followed by 35 % of respondents were taking up to 5 hours for this activity.

Time Use Pattern of Women Growers in Mushroom Enterprise

Time forms the framework in which various

activities and work take place. The time of the day constantly guides us in carrying out the day's activities. For running any entrepreneurial work, the owner has to follow certain time plans for effective management. Managing time involves both making of the plans and carried them out. While making time plan, the entrepreneur decides which activities ought to be carried out each day, which during the week, which are the most important ones and what special and seasonal tasks need to be fitted into daily and weekly plans. Therefore, to have comprehensive idea about the work pattern of different enterprise, it was felt essentials to estimate their time use pattern which is shown in Table 4.

The analysis of results indicated the time use pattern of women mushroom growers. On an average the entrepreneurs spent time maximum in implementation (1.50 hours/ day). This was followed



by making plans for mushroom cultivation i.e., they usually planned for each day activity and assigning works to their workers (1.25 hours/day) it may be due to the fact that she used to purchase spawn, raw materials etc. from other distant place. The women mushroom growers spent minimum time i.e., 1 hours/day for maintaining financial matter.

Table 4: Time Use Pattern of Women Mushroom Growers in Mushroom (n=60)

| Sl. No. | Entrepreneurial Activity | Average Hours/ Day |
|---------|--|-----------------------|
| 1 | Making plan for the cultivation | |
| | Planning and assigning the works | 1.25 |
| 2 | Implementation of work | |
| | Carrying out cultivation work | 1.50 |
| 3 | Evaluation | |
| | Supervision and guidance the worker | 1.20 |
| 4 | Maintaining financial matters | |
| | Keeping records of accounts and bills | 1.00 |
| | Total time | 4.95 (5 hours 35 min) |

Based on the total time spent on entrepreneurial work, an effort was also made to calculate the total number of man-days spent in the enterprise. Data in Table 5 indicated that number of man-days worked by the mushroom growers on various activities. The calculated numbers of man-days are presented below in Table 5.

Table 5: Average number of man-days for year in mushroom cultivation enterprise (n=60)

| Sl. No. | Particulars | Numbers of respondents | Mushroom cultivation |
|---------|-----------------------------------|------------------------|----------------------|
| 1 | Entrepreneurial Work (hours/days) | | |
| | Average hours/ day | 1-60 | 4.95 |
| 2 | No. of working Days/ Months | 1-60 | 21 |
| 3 | Working Months/ Year | 1-60 | 5 |
| 4 | Man-days/ Year | 1-60 | |
| | Average man-days/ year | | 63.95 |

Scrutiny of Table 5 illustrated that 46.67 percent of the respondents spent 4.95 average hours per day in a month and the respondents were growing mushroom for only five months in a year by utilizing the paid worker for 21 days in a month.

The number of man-days worked by respondents was found to be .59.12 in a year. Under mushroom production units, the average number of man-days was found to be 63.95 man-days per year, though the range varied from 34 to 91.87 man-days in a year. Likewise, in case of mushroom production, the number of man-days was less i.e., 34 man-days per year (Supplementary table 1).

Daily Time Use Pattern of Women Mushroom Growers

The average time spent by women growers and household affairs were calculated and measured with the following formula:

$$\text{Man-days per year} = \frac{\text{Time spent per day} \times \text{No. of working days per year}}{8 \text{ hours}}$$

Decision-making Pattern of Women Mushroom Growers

Decision-making is an important aspect for female mushroom entrepreneurship development. Successful management of an enterprise is dependent on type and extent of decision made by the entrepreneurs. During the study female mushroom entrepreneurial decision-making pattern of the mushroom cultivation families were studied. Decision-making can be regarded as the cognitive process resulting in selection of a belief or a course of action among several alternative possibilities. Decision-making is the study of identifying and choosing alternative based on the values and preference of the decision maker. In microenterprise women take decision independently in various positions. The data in Table 6 shows the decision-making pattern of women mushroom growers for various activities right from purchase of raw materials to marketing of mushroom. The analysis of data revealed that a majority of respondents (55%) used to take decision regarding type of raw materials activities with their husband and 28.33 % of the respondents were taking decisions herself. Further, it was reported the maximum percentage of respondents (68.33%) were taking decisions about frequency of purchase of raw materials jointly with their husband. Whereas 66.67 % of the respondents took decisions for selection of place of purchase

Table 6: Decision-making Pattern of Women Mushroom Growers (n=60)

| Sl. No. | Activities | Self | | Self and Husband | | Self and Others | | Self, Husband and Others | |
|---------|------------------------------|------|--------------|------------------|--------------|-----------------|-------|--------------------------|--------------|
| | | f | % | f | % | f | % | f | % |
| 1 | Type of raw material | 17 | 28.33 | 33 | 55.00 | 6 | 10.00 | 4 | 6.67 |
| 2 | Frequency of purchase | 5 | 8.33 | 41 | 68.33 | 7 | 11.67 | 7 | 11.67 |
| 3 | Place of purchase | 6 | 10.00 | 40 | 66.67 | 5 | 8.33 | 9 | 15.00 |
| 4 | Source of purchase | 6 | 10.00 | 45 | 75.00 | 6 | 10.00 | 3 | 5.00 |
| 5 | Storage of raw material | 30 | 50.00 | 22 | 36.66 | 4 | 6.6 | 4 | 6.66 |
| 6 | Handling /use | 39 | 65.00 | 13 | 21.67 | 6 | 10.00 | 2 | 3.33 |
| 7 | Mode of payment | 9 | 15.00 | 32 | 53.33 | 5 | 8.33 | 14 | 23.34 |
| 8 | Mode of transportation | 3 | 5.00 | 25 | 41.67 | 5 | 8.33 | 27 | 45.00 |
| 9 | Deputing person for purchase | 2 | 3.33 | 19 | 31.67 | 8 | 13.33 | 31 | 51.67 |
| 10 | Marketing | — | — | 2 | 3.33 | 6 | 10.00 | 52 | 86.67 |

f = frequency, % = percentage.

of mushroom production related materials with the help of their husband. Three fourth of the respondents used to decide jointly about source of purchase for mushroom cultivation but fifty per cent of the respondents of mushroom production usually take self-decisions for storage of raw materials for their business and more than half of the respondents (65%) were taking self-decisions for use of all the raw materials.

The results of the study indicated that the majority of the respondents (53.33%) were taking decisions about mode of payment for purchase of materials with the help of their husband only followed by self, husband and family members (23.34%) and 45 % respondents take decisions for mode of transportation with the help of self, husband. More than fifty per cent (51.67%) respondents took decision about deputing the persons for purchasing with the help of their husband and other family members. This was followed by the main activity, 86.67 per cent of the total women growers who used to take regarding marketing the help of their husband and other family members. The results were supported by the previous research works of Pal & Haldar (2016) and Yuvaraj & Sujatha (2019).

The women entrepreneurial role to execute decision-making process results in different decision-making styles which improve the value of their enterprise. This decision-making style is able to flourish women as a potential entrepreneurial leader. The role of women in decision-making process even in

microenterprise is significantly influenced by age, education, economic condition, social participation, size of land holdings, access to financial institutions, training and knowledge of extension education and information seeking behavior (Kamlakkannan, 2018; Sharma *et al.* 2022).

CONCLUSION

Women play a significant role in socio-economic development of family and society. They are also recognized as an integral part of agriculture and allied activities. As an entrepreneur they have a major role in the growth of their enterprise. From the previous reported research works, in spite of their family and household workload, women entrepreneur has proven their work and time management skills with decision-making abilities. This research work reveals that majority of women have shown active participation in mushroom cultivation (packing and spinning) on themselves but they have less access to marketing. This may be due to unorganized market mechanism, male counterparts' dominancy and involvement of middleman. While the data of work distribution indicates that as majority of women are playing the role as worker or helper. Also, it women are equally contributing their time to households and entrepreneurial activities with maximal efforts. But it is important to note that majority of women are taking financial decision or plan of mushroom cultivation with their husband, family



members or in groups. Thus, despite of their critical role in mushroom cultivation, their status in decision-making process in deciding selection of type of raw material, frequency of purchase, place of purchase, source of purchase, mode of payment, mode of transportation, deputing person for purchase, and marketing is still minimal and further questionable. Therefore, the authors suggest proper formal education and training and financial assistance to women entrepreneur is urgently needed to achieve a long-term development goal in agricultural sector. It is prerequisite to obtain proper information about their socio-economic conditions before implementing policies for women economic independency and appraisal.

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**Supplementary Table 1****MAN-DAYS****(n=60)**

| No. of Respondents | Time Spent per Day | No. of Working Day | Working Month per Year | Man-days |
|---------------------------|---------------------------|---------------------------|-------------------------------|-----------------|
| 1 | 5.5 | 21 | 4 | 57.75 |
| 2 | 4.2 | 19 | 4 | 39.9 |
| 3 | 5.3 | 22 | 4 | 58.3 |
| 4 | 5.5 | 22 | 5 | 75.62 |
| 5 | 5.1 | 24 | 5 | 76.5 |
| 6 | 5.5 | 22 | 6 | 90.75 |
| 7 | 4.2 | 18 | 5 | 47.25 |
| 8 | 3.5 | 20 | 5 | 43.75 |
| 9 | 5.3 | 23 | 4 | 60.95 |
| 10 | 4.3 | 22 | 4 | 47.3 |
| 11 | 6.5 | 21 | 4 | 68.25 |
| 12 | 5.5 | 25 | 4 | 68.75 |
| 13 | 5.2 | 22 | 6 | 85.8 |
| 14 | 5.0 | 23 | 6 | 86.25 |
| 15 | 4.4 | 24 | 4 | 52.8 |
| 16 | 4.0 | 24 | 5 | 60 |
| 17 | 5.0 | 25 | 5 | 78.12 |
| 18 | 4.1 | 26 | 4 | 53.3 |
| 19 | 3.5 | 22 | 6 | 57.75 |
| 20 | 5.1 | 24 | 6 | 91.8 |
| 21 | 4.0 | 24 | 6 | 72 |
| 22 | 6.0 | 23 | 6 | 103.5 |
| 23 | 3.15 | 23 | 6 | 54.33 |
| 24 | 5.3 | 21 | 4 | 55.65 |
| 25 | 4.0 | 20 | 4 | 50 |
| 26 | 5.15 | 20 | 5 | 64.37 |
| 27 | 4.2 | 20 | 6 | 63 |
| 28 | 5.0 | 15 | 6 | 56.25 |
| 29 | 4.3 | 22 | 5 | 59.12 |
| 30 | 5.0 | 21 | 5 | 78.75 |
| 31 | 5.15 | 21 | 6 | 81.11 |
| 32 | 5.0 | 21 | 6 | 78.75 |
| 33 | 5.2 | 23 | 4 | 59.8 |
| 34 | 5.15 | 20 | 4 | 51.5 |
| 35 | 5.1 | 21 | 6 | 80.32 |
| 36 | 5.15 | 20 | 5 | 64.37 |
| 37 | 5.1 | 20 | 5 | 63.75 |
| 38 | 5.0 | 21 | 6 | 78.75 |
| 39 | 5.0 | 21 | 7 | 91.87 |
| 40 | 3.3 | 22 | 6 | 54.45 |
| 41 | 4.0 | 23 | 7 | 80.5 |
| 42 | 4.0 | 22 | 5 | 55 |



| | | | | |
|---------------|------|-----------------|---|-----------------|
| 43 | 3.55 | 23 | 6 | 61.23 |
| 44 | 4.0 | 15 | 7 | 52.5 |
| 45 | 4.0 | 22 | 5 | 55 |
| 46 | 3.2 | 24 | 4 | 38.4 |
| 47 | 5.1 | 22 | 4 | 56.1 |
| 48 | 4.3 | 23 | 5 | 61.81 |
| 49 | 5.2 | 22 | 5 | 71.5 |
| 50 | 3.25 | 19 | 5 | 38.59 |
| 51 | 4.0 | 15 | 6 | 45 |
| 52 | 4.25 | 22 | 5 | 58.43 |
| 53 | 4.4 | 14 | 6 | 46.2 |
| 54 | 4.35 | 20 | 4 | 43.5 |
| 55 | 5.1 | 19 | 7 | 84.78 |
| 56 | 3.4 | 21 | 7 | 62.47 |
| 57 | 5.0 | 21 | 6 | 78.75 |
| 58 | 4.25 | 16 | 4 | 34 |
| 59 | 3.55 | 22 | 7 | 68.33 |
| 60 | 5.5 | 15 | 8 | 82.5 |
| Average (4.6) | | Average (21.13) | | Average (63.95) |