

# Chapter 12

## Entrepreneurial Intensity and Strategic Entrepreneurship: An Empirical Investigation of Women Entrepreneurs

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### ABSTRACT

*In India, the Jammu and Kashmir union territory deserves special attention because of its conflict status and low GDP/high unemployment rate. There is no denying the fact that if the economic condition of J&K is to be strengthened, then entrepreneurial acumen will have to be inculcated in its people including women and supportive entrepreneurial policies will have to be introduced. But for this more and more research will have to be done on women's entrepreneurship. Keeping these things in mind, the present study endeavors to study the impact of two major aspects of women entrepreneurship on each other including entrepreneurial intensity and strategic entrepreneurial behavior (strategic entrepreneurship). For this purpose, the primary data was collected, using structured questionnaire, from 430 women entrepreneurs of Jammu and Kashmir. The study reveals the significant impact of entrepreneurial intensity on strategic entrepreneurial behavior there. Entrepreneurial leadership is found insignificant in the present study.*

### INTRODUCTION

Entrepreneurship lies at the base of any economy by acting as a catalyst, with the capacity to alter the economic environment of the entire nations (Baumol, 1993). It has the scope to transform underdeveloped and developing nations into developed economies of the world by contributing significantly towards the GDP, employment generation, infrastructural development, community development and other benefits (Gartner, 1985).

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Entrepreneurship requires people to be passionate and highly committed towards opportunity identification and usage of skills and resources in converting these ideas into some valuable products/services. In the 21st century which is marked by highly dynamic, uncertain and competitive business markets, entrepreneurship alone is not sufficient. Gaining a competitive advantage is mandatory to not only survive but thrive in the market place (Ireland & Hitt, 1999; Teece, 2016; Hitt, et al, 2011). Hence, the basic ideas of entrepreneurship and strategic management need to be taken and implemented collectively to be successful (Altuntas & Donmez, 2014; Mckenny, et al. 2018; Boohene, 2018). From this we can decipher that for entrepreneurs to be successful in present day scenario, both higher levels of entrepreneurial intensity and strategic entrepreneurial behavior is to be ensured and taken care of.

While entrepreneurial intensity (EI) measures the willingness of an entrepreneur to give up other pursuits and work whole heartedly towards his/her venture. Researchers propose that higher levels of entrepreneurial intensity lead to improved venture performance, sustainable advantage for the organisations (Morris, 1998) and other benefits. Strategic entrepreneurship on the other hand is connected with the portrayal of advantage and opportunity seeking behaviours simultaneously, thereby providing greater benefits to, societies and the organizations (Hitt et al., 2011). Higher levels of entrepreneurial intensity and strategic entrepreneurial behavior can provide number of benefits to businesses in terms of growth, wealth, better performance etc.

After economic reforms of liberalization, privatization and globalization were put into place, women entrepreneurship started to gain more attention in India. Many policies and schemes were introduced to foster women entrepreneurial culture in the country. The Jammu & Kashmir (J&K) union territory deserves special attention because of its conflict status and the fact that it stands at the lowest position in terms of GDP and high unemployment rate among all the Indian states and UTs as per latest reports by Ministry of Statistics and Programme Implementation and Ministry of Labor and Employment, Govt. of India. There is no denying the fact that if the economic condition of J & K is to be strengthened, then entrepreneurial acumen will have to be inculcated in its people and supportive entrepreneurial policies will have to be introduced. But for this more and more of research will have to be done on entrepreneurship and its different aspects. This will in turn strengthen our understanding and help the policy makers to introduce such policies that can facilitate entrepreneurship among both men and women in J & K.

In light of this, the present study aims to study the impact of two major aspects of entrepreneurship on each other including entrepreneurial intensity and strategic entrepreneurial behavior (strategic entrepreneurship) among women owned businesses in Jammu & Kashmir. The present study uses autonomy, innovativeness, competitive aggressiveness, risk-taking and pro-activeness to represent entrepreneurial intensity. Researchers like Lumpkin & Dess (1996), Kuratko, et al. (2007), Morris; Sexton (1996b); Morris & Jones (1999); etc. used such dimensions for entrepreneurial intensity. For representing strategic entrepreneurship, dimensions considered have been taken from the studies of Hitt, et al (2001, 2011, 2012); Ireland, et al (2003); Gelard & Ghazi (2014); Levie & Autio (2011); Rezain & Naeiji (2012); Siren, et al. (2012); Anderson et al., (2009); Kansikas, et al (2012); Odame (2007); Yiu, et al (2014); Carlback (2012) which includes: managing resources strategically, entrepreneurial leadership, mindset and culture.

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