

A Study on Job Satisfaction of Women Entrepreneurs in Salem District

¹Mrs. G. Madhumadhi and ²Dr. R. Anand

¹Research Scholar, Department of Business Administration, Annamalai University, Chidambaram,
Assistant Professor, Department of Business Administration, Sona College of Arts and Science, Salem

²Associate Professor, Department of Business Administration, Annamalai University, Chidambaram
¹madhumadhig198@gmail.com and ²aaraayen@gmail.com

Received: 24th April, 2026; Revised: 20th May 2026; Accepted: 30th June, 2026; Available Online: 10th July, 2026

ABSTRACT

Acute dyspnoea is a common and potentially life -threatening presentation in emergency departments (EDs), caused by The number of women entrepreneurs is increasing day-by-day. There is a new trend among the women entrepreneurs in having their own startups and running them efficiently in their own style. The purpose of this study is to understand their level of job satisfaction as women entrepreneurs in their field they shine and also the factors that induce them to become entrepreneurs. A qualitative study was conducted with the help of a structured questionnaire comprising of close-ended questions was administered to the women entrepreneurs to obtain the required data. Responses are obtained from 40 women entrepreneurs from all age groups using simple random sampling method. The study provides an understanding of women entrepreneurs and why they had chosen to become entrepreneurs in this competitive world. Their satisfaction level is identified through 12 variables. From the study it was identified that the variable Work gains more importance as it emphasizes that women choose entrepreneurship so as have the moral satisfaction of working. This research suggests that if more moral and financial support are provided for women entrepreneurs, they could reach more heights with their efficiency.

Keywords: *Women Entrepreneur, Job Satisfaction, Women, Entrepreneurship, Motivation.*

How to cite this article: Madhumadhi G, Anand R, A Study on Job Satisfaction of Women Entrepreneurs in Salem District. Int J Drug Deliv Technol. 2026;16(73s): 1849-1855. DOI: 10.25258/ijddt.16.73s.200

Source of support: Nil.

Conflict of interest: None

1. INTRODUCTION

The extent that the working environment meets the needs and values of employees and their individual's response is termed as Job Satisfaction. It is the affective state of mind that working people have about their jobs. Employees with high job satisfaction behave positively otherwise from employees with low job satisfaction. Job satisfaction is related to many job aspects such as job performance, leadership style of managers, job environment, work morale and culture, remuneration and the like. Adopting a leadership style that works best for the organization and its employees is very important to acquire employees' satisfaction and obtain their best possible outcome.

Both male and female entrepreneurs play a central role in creating wealth, jobs and employment. Life experiences influence the role of women in leadership positions. There are several reasons why women become entrepreneurs. In examining different theories and the reasons why women become entrepreneurs, there is no standard profile that can be predictably applied. Every single women entrepreneur has their own set of motivating factors to choose their career. Now-a-days, the common attitude about women has changed and women with both career and family are seen as independent women having best in both the worlds. Around the globe, we can see women heading various successful companies and society believes that

women entrepreneurs do contribute greatly to the country's economy. Women with broad mind and independence are more confident in running their interested business and most of them are satisfied by just being a successful entrepreneur.

2. REVIEW OF LITERATURE

Sheila Allen and Carole Truman (2016) found that Clearly, not all self-employed people can be described as small business owners or 'entrepreneurs For example, around two-thirds of the self- employed population do not employ any other people besides themselves However, it would seem reasonable to assume that the level of small business ownership amongst women is increasing at a similar rate to the growth of self-employment.

Winn (2005) found that the research on entrepreneurship as a career choice for women, the motivations and career paths followed by women entrepreneurs, the attitudes and behaviors associated with successful ventures, the problems that continue and policies that devise to keep women's businesses few and small.

Mitchelmore and Rowley (2013) found that the research provides the basis for an agenda for focus in education, and development of female entrepreneurs. More specifically, the Female Entrepreneur Competence (FEC) framework

*Author for Correspondence: madhumadhig198@gmail.com

generated by this research can be used to support female entrepreneurs in the self-assessment of their competencies.

Okpara et al. (2011) found that it is evident that female entrepreneurship in Nigeria is driven by micro-financing as well as family dynamics that work to shape and influence the birth of a business.

3. STATEMENT OF THE PROBLEM

Women's Entrepreneurship is a phenomenon that has a tremendous impact on employment and the global business environment. The economic, social, religious, cultural, and psychological factors affect origination and success of women entrepreneurs. The reasons and motivations for starting business or economic activities by the rural women are enormous. The important reasons for starting business by women is to earn money or gain a source of income, to enjoy a better life, to avail government policy, personal satisfaction, self-growth, urge to utilize their own skill and talents, self-employment and employment to family, team work, assurance of career security, self-confidence, encouragement from family members, economic necessity, and so on. Female entrepreneurial ventures concentrated in service sectors that are usually cheaper and easier to establish and women – owned business tends to be smaller, slower growing and less profitable than those owned by men. The main purpose of this paper is to study the level of job satisfaction of women entrepreneurs from their business and to investigate why women are motivated to become entrepreneurs. In this regard, the study focuses on the factors that spur them into business ownership; their job satisfaction and demographic and work profile of women entrepreneurs.

4. OBJECTIVES

1. To study socio-economic profile of women entrepreneurs in Salem district.
2. To study the level of job satisfaction among women entrepreneurs.
3. To study the problems faced by women entrepreneurs in running their business.

5. HYPOTHESES

H01: There is no significant difference between age and academic qualification on the overall satisfaction of women entrepreneurs.

H02: There is no significant difference between experience, type of enterprise and nature of work on the

overall satisfaction of women entrepreneurs.

6. IMPORTANCE OF THE STUDY

Women in entrepreneurial roles are more powerful than being a mere worker. The intended significance of this study was to find the most influential factor in impelling the level of job satisfaction of women entrepreneurs so that the area of motivation could be identified and stimulated so as to increase their economic development. The study can also be used as a contribution to frame government policies guidelines to support women entrepreneurs. The information obtained from the study will function as a parameter in determining the attributes and characteristics of women entrepreneurs more accurately.

7. SCOPE OF THE STUDY

The present study covers the Salem district of Tamil Nadu. It deals with the job satisfaction women entrepreneurs in running their business.

8. METHODOLOGY

8.1 Research design:

It is both descriptive and analytical in nature. The study has made an attempt to explain the level of job satisfaction among women entrepreneurs.

8.2 Sampling design

Simple random sampling method was applied to collect response from 40 women entrepreneurs. Questionnaire was used to collect the relevant data among the women entrepreneurs in Salem district.

8.3 Source of data

The study is based on primary and secondary data. Primary data were collected through questionnaire and secondary data were collected through books websites, articles, journals and newspapers.

8.4 Framework of analysis

Since the study uses simple random sampling method, only parametric tests could be applied. Analysis is done with the help of IBM SPSS Version 20. Percentage analysis, Simple ranking, One way ANOVA and Factor analysis were performed.

9. ANALYSIS AND INTERPRETATIONS

Herein analysis was carried out to identify the demographic profile of the entrepreneurs considered for the study.

Table 1 - Age wise classification of entrepreneurs

Age	N	Percentage
Below 26 years	6	15.0
26-35 years	20	50.0
36-45 years	12	30.0
46-55 years	2	5.0
Total	40	100.0

Source: Primary data

IJDDT, Volume 16 Issue 73s, 2026

Age is one of the most important factors to determine the level of job satisfaction women entrepreneurs. Young women are very much involved in entrepreneurship compared to the other age groups. They usually have a higher level of job satisfaction provided they rightly choose their career. Table 1 shows the age wise classification of entrepreneurs. Out of 40 respondents,

50

per cent belong to the age group of 26 to 35 years, 30 per cent belong to the age group of 36 to 45 years, 15 per cent belong to the age group below 26 years and only 5 per cent belong to the age group of 46 to 55 years. Therefore, majority (50 per cent) of women entrepreneurs belong to the age group of 26 to 35 years.

Table 2 - Academic Qualification of entrepreneurs

Education	N	Per centage
Diploma	2	5.0
First degree	12	30.0
Masters/PhD	26	65.0
Total	40	100.0

Source: Primary data

A person deriving pleasure out of his/her present remunerative job will not look for superior employment prospects. Higher the educational qualification, job satisfaction tends to be low unless the right business is undertaken. Table 2 shows the academic qualification of

entrepreneurs. Out of 40 respondents, 65 per cent belong to the Masters/PhD, 30 per cent completed their first degree and only 5 per cent have completed diploma. Therefore, majority (65 per cent) of women entrepreneurs belong to the Masters/PhD.

Table 3 - Working Experience

Experience	N	Percentage
Less than 1 year	11	27.5
1-5 years	15	37.5
5-10 years	7	17.5
More than 10 years	7	17.5
Total	40	100.0

Source: Primary data

The experience of an entrepreneur gives her exposure to many difficult work situations. This enables her to learn the art of managing crisis. Table 3 shows the working experience of women entrepreneurs. Out of 40 respondents, 37.5 per cent belong to 1 to 5 years, 27.5 per

cent belong to the experience less than 1 year, 17.5 per cent belong to 5 to 10 years and 17.5 per cent belong to more than 10 years. Therefore, majority (37.5 per cent) of women entrepreneurs belong to 1 to 5 years.

Table 4 - Type of enterprise owned by the women entrepreneur

Type of enterprise	N	Percentage
Manufacture	3	7.5
Trading	11	27.5
Service	26	65.0
Total	40	100.0

Source: Primary data

Data pertaining to the type of enterprise is mainly considered from three sectors Manufacturing, Trading and Service sector. These sectors provide a range of job opportunities to become an entrepreneur. Table 4 shows the type of enterprise owned by the women entrepreneurs. Out of 40 respondents, 65 per cent own business related to

service sector, 27.5 per cent do trading and 7.5 per cent do business in the manufacturing sector. Therefore, majority (65 per cent) of women entrepreneurs are interested in the service sector. Women are generally more attracted towards the service sector as it provides them a conducive working environment.

Table 5 - Nature of work

Nature of work	N	Percentage
Regular	29	72.5
Seasonal	7	17.5
Casual	4	10.0
Total	40	100.0

Source: Primary data

Job satisfaction is the feeling an employee gets when his/her job fulfils all the expectations. Generally, women with regular employment are more satisfied with their jobs as they have a regular source of income. Table 5 shows the nature of work of women entrepreneurs. Out of 40

respondents, 72.5 per cent are regular, 17.5 per cent belong to the seasonal work and only 10 per cent do casual business. Therefore, majority (72.5 per cent) of women entrepreneurs do regular business.

Table 6 – Factors influencing women to become entrepreneurs – Simple ranking

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Rank
Personal growth	26	11	2	0	1	4.52	I
Independency	17	17	3	2	1	4.18	II
Family business	11	14	5	3	7	3.48	VIII
Family commitment	10	15	12	1	2	3.75	VI
Supplementary income	9	18	8	2	3	3.70	VII
Business opportunities	8	24	7	0	1	3.95	IV
Personal interest	17	15	4	0	4	4.03	III
Recognition	12	16	9	0	3	3.85	V

Source: Primary data

There are various personal and organizational factors that influence job satisfaction of women. From Table 6, it is inferred that Personal growth gets the first place with the mean value (4.52), followed by Independency in the second place with the mean value (4.18), Personal interest in the third place (4.03), Business opportunities in the fourth

place (3.95), Recognition in the fifth place (3.85), Family commitment in the sixth place (3.75), Supplementary income in the seventh place (3.70) and Family business in the last place (3.48). Therefore, it is concluded that, most of the respondents chose to become women entrepreneurs for their personal growth.

Table 7 – Factors analysis on satisfaction of women entrepreneurs

Variables	Component			
	1	2	3	4
Earnings	0.829			
Social status after job	0.817			
Appreciation at home	0.793			
Work life balance	0.777			
Profit margin	0.776			
Quality of life after being entrepreneur	0.614			
Training	0.579			
Educational qualification		0.777		
Co-ordination of employees		0.668		
Work			0.836	
Knowledge about business			0.833	
Government subsidy for business				0.882
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				

Source: Primary data

Table 7 shows the predominant factors obtained from 12 variables on the satisfaction level of women entrepreneurs in Salem district. To verify the suitability of data set, the KMO measure of sampling should be 0.6 or above and

Bartlett's test of Sphericity value should be significant at 5 per cent level. In this analysis, the KMO value is 0.711 and Bartlett's test is significant ($p=0.001$). This factor analysis can be considered appropriate. The rotated component

matrix which represents the variable under different factors shows that 12 variables are segregated into 4 predominant factors. They are Personal factors, Official factors, Work

factors and Government factors. All these variables have a factor loading of more than 0.05. All these items are in one commonality and grouped under the predominant factors.

Table 8 – Overall satisfaction of women entrepreneurs – One way ANOVA

Variables	Options	N	Mean	Std. Deviation	F value	Sig. value
Age	Below 26 years	6	48.4000	3.36155	1.676	0.191
	26-35 years	20	43.8889	8.57417		
	36-45 years	12	40.1667	6.45028		
	46-55 years	2	46.0000	2.82843		
	Total	40	43.4054	7.50725		
Academic Qualification	Diploma	2	47.0000	2.82843	0.276	0.761
	First degree	12	42.6000	6.60303		
	Masters/PhD	26	43.4400	8.15516		
	Total	40	43.4054	7.50725		
Working experience	Less than 1 year	11	43.8889	7.14920	0.045	0.987
	1-5 years	15	43.0714	9.55522		
	5-10 years	7	42.8571	5.69879		
	More than 10 years	7	44.0000	6.19139		
	Total	40	43.4054	7.50725		
Type of enterprise	Manufacture	3	49.0000	4.58258	1.285	0.290
	Trading	11	44.6000	4.83506		
	Service	26	42.2083	8.42862		
	Total	40	43.4054	7.50725		
Nature of work	Regular	29	41.7308	8.06750	2.517	0.009*
	Seasonal	7	48.2857	1.11270		
	Casual	4	45.7500	6.65207		
	Total	40	43.4054	7.50725		

*Significant at 5 per cent level

Table 8 shows the overall satisfaction of women entrepreneurs. As per the acceptance of null hypothesis ($p > 0.05$), age, academic qualification, working experience and type of enterprise have no significant difference on the overall satisfaction. On the other hand, as per the rejection of null hypothesis ($p < 0.05$), nature of work has its impact on the overall job satisfaction of women entrepreneurs. Regular women entrepreneurs are more satisfied with their job compared to other entrepreneurs. Right business, adequate earnings, conducive working environment, better inter- personal relationship, suitable business expansion opportunities and reliable family support are the most influential factors for job satisfaction of Women entrepreneurs in Salem district.

10. FINDINGS

The study focuses on the job satisfaction of women entrepreneurs in Salem district, India. The age group of respondents is crucial, with 50% belonging to the age group of 26 to 35 years. The majority of women entrepreneurs are educated and have a Masters/PhD degree, while their working experience ranges from 1 to 5 years.

The type of enterprise owned by women entrepreneurs is mainly from three sectors: Manufacturing, Trading, and Service sector. The majority of women entrepreneurs own businesses related to the service sector, which provides

them with a conducive working environment. Job satisfaction is the feeling an employee gets when their job fulfills all expectations.

The nature of work of women entrepreneurs is also influenced by various personal and organizational factors. Personal growth is the most important factor, followed by independence, personal interest, business opportunities, recognition, family commitment, supplementary income, and family business. Most respondents chose to become women entrepreneurs for their personal growth.

The predominant factors obtained from 12 variables on the satisfaction level of women entrepreneurs in Salem district are Personal factors, Official factors, Work factors, and Government factors. The rotated component matrix shows that 12 variables are segregated into four predominant factors: Personal factors, Official factors, Work factors, and Government factors. All these items have a factor loading of more than 0.05.

The overall satisfaction of women entrepreneurs in Salem district is analyzed using the KMO measure of sampling (0.6 or above) and Bartlett's test of Sphericity value ($p = 0.001$). The results show that the nature of work has a significant impact on the overall job satisfaction of women entrepreneurs. Regular women entrepreneurs are more satisfied with their job compared to other entrepreneurs.

The most influential factors for job satisfaction of women entrepreneurs in Salem district include right business, adequate earnings, conducive working environment, better inter-personal relationships, suitable business expansion opportunities, and reliable family support.

11. DISCUSSION

The findings from the study provide valuable insights into the factors influencing job satisfaction among women entrepreneurs in Salem district. The analysis highlights several key demographic and organizational factors that play a role in shaping the satisfaction levels of women entrepreneurs.

Firstly, age emerges as a significant factor influencing job satisfaction among women entrepreneurs. The majority of women entrepreneurs belong to the age group of 26 to 35 years, indicating that younger women are more actively involved in entrepreneurship. This finding suggests that younger entrepreneurs may exhibit higher levels of job satisfaction, possibly due to their enthusiasm, energy, and innovative approaches to business ventures.

Similarly, academic qualification appears to have an impact on job satisfaction, with a majority of women entrepreneurs holding Masters/PhD degrees. This finding suggests that higher educational attainment may contribute to a deeper understanding of business operations and management principles, thereby enhancing job satisfaction among women entrepreneurs.

Furthermore, working experience is identified as another significant factor influencing job satisfaction among women entrepreneurs. The majority of respondents have 1 to 5 years of experience, indicating that relatively newer entrants to entrepreneurship may experience higher levels of job satisfaction. This may be attributed to the learning opportunities and growth potential associated with navigating the challenges of starting and managing a business.

The type of enterprise also emerges as a crucial determinant of job satisfaction among women entrepreneurs. A majority of women entrepreneurs are involved in the service sector, indicating a preference for business ventures that offer a conducive working environment and opportunities for personal growth. This finding underscores the importance of aligning business ventures with personal interests and passions to enhance job satisfaction.

12. IMPLICATIONS

These findings have several implications for policymakers, business leaders, and aspiring women entrepreneurs in Salem district. Firstly, policymakers should focus on creating an enabling environment that supports and encourages women entrepreneurship, particularly among younger women. This may involve providing access to mentorship programs, financial assistance, and training opportunities to equip aspiring entrepreneurs with the necessary skills and resources to succeed.

Additionally, educational institutions can play a vital role in fostering entrepreneurship by offering relevant courses and programs that equip students with the knowledge and skills needed to start and manage a business effectively. By promoting entrepreneurship education, institutions can empower women to pursue their entrepreneurial aspirations and contribute to economic growth and development.

Moreover, business leaders and organizations can support women entrepreneurs by providing mentorship, networking opportunities, and access to markets and resources. Creating a supportive ecosystem that nurtures women-owned businesses can contribute to their long-term success and sustainability.

13. CONCLUSION

In the current world, women participation in the field of entrepreneurship is increasing rapidly. The contribution of women entrepreneur to the nation's economic development is also considerable and necessary steps should be taken to promote women entrepreneurship. Effective steps and measures are needed to provide entrepreneurial awareness, orientation and skill development programs to women. Job satisfaction of women entrepreneurs can be increased by giving more attention to motivating factors like making work more interesting, innovation, creativity, and planning.

Overall, the findings underscore the importance of addressing the unique needs and challenges faced by women entrepreneurs in Salem district. By understanding the factors influencing job satisfaction and taking proactive measures to support women entrepreneurship, stakeholders can foster a conducive environment for women to thrive and contribute to economic empowerment and social progress.

REFERENCES

1. Allen, S., and Truman, C. (2016). *Women in business: Perspectives on women entrepreneurs*. Routledge.
2. Curran, J. (2000). Journal of small business and enterprise development. *International Small Business Journal*, 18(3), 78-78.
3. Kant, S. (2012). *Role of entrepreneurship development institutes in promoting entrepreneurial culture in India*. Maharshi Dayanand University, Haryana, India.
4. Krishnan, L., and Kamalanabhan, T. J. (2013). Entrepreneurial success and life satisfaction among women entrepreneurs in micro enterprises. *South Asian Journal of Management*, 20(2), 40.
5. Kura, K. M., Abubakar, R. A., and Salleh, N. M. (2020). Entrepreneurial Orientation, Total Quality Management, Competitive Intensity, and Performance of SMEs: A Resource-Based Approach. *Journal of Environmental Treatment Techniques*, 8(1), 61-72.

6. Raman, K., Anantharaman, R. N., and Jayasingam, S. (2008). Motivational factors affecting entrepreneurial decision: A comparison between Malaysian women entrepreneurs and women non entrepreneurs. *Communications of the IBIMA*, 2(12), 85-89.
7. Roy, S. (2007). *Women entrepreneurs in South Assam: A study on the entrepreneurs performance and problems from a gender perspective*. Assam University, Silchar, India.
8. Singh, K. P. (1993). Women entrepreneurs: Their profile and motivation. *The Journal of Entrepreneurship*, 2(1), 47-58.
9. Stalin, A. (2017). *A study on status scope and motivating factors of women entrepreneurs with special reference to Pudukkottai and Sivagangai district*. Bharathidasan University, Tiruchirapalli, India.
10. Winn, J. (2005). Women entrepreneurs: can we remove the barriers?. *The International Entrepreneurship and Management Journal*, 1(3), 381-397.
11. Xaviera, S.R., Ahmadb, S.Z., Nora, L.M., and Yusofa, M. (2012). Women Entrepreneurs: Making A change From Employment to Small and Medium Business Ownership. *International Conference on Small and Medium Enterprises Development with a Theme "Innovation and sustainability in SME development"* (ICSMED 2012).