Success Factors for Women Entrepreneurs in the Agro-Food Sector: The Moderating Role of Family Support

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Received:- 03 June 2024/ Revised:- 15 June 2024/ Accepted:- 20 June 2024/ Published: 30-06-2024
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Abstract—The goal of this research is to investigate the success factors (business competencies, marketing skills, government support, self-confidence, risk-taking and sociocultural factors) and their synergistic relationship and provide key recommendations on how to promote the success and growth of women agripreneurs going forward, to not only have a sustainable and desirably diversified agrifood industry. Moreover, the moderating role of family support has been studied in the framework. This study utilized a quantitative and causal research methodology to examine the relationship between antecedents of business success in women entrepreneurs. A web-based survey was conducted to gather data from 309 women engaged in different agro-food businesses in Northern India. The findings affirm that having practical business competencies, strong government backup, enhanced market proficiency, favourable social-cultural contexts, high self-esteem, and risk-taking are critical determinants of business success. Self-confidence also underlines the significance of family support in increasing the impact of some factors on business success. In this regard, family support enhances and amplifies the positive effects of sociocultural factors, self-confidence, and risk-taking abilities. This goes a long way to demonstrate the value of the familial setup when encouraging women in business.

Keywords—business competencies, marketing skills, government support, self-confidence, risk-taking and sociocultural factors.

I. INTRODUCTION

The economic growth of any country is strongly correlated with entrepreneurs (Sagar et al., 2023). These individuals possess problem-solving abilities, sufficient capital, and the capacity to produce innovative ideas in marketing to sell their products and services (Ordeñana et al., 2024). They also can make sound decisions to guarantee that these ideas are focused on generating profits. Entrepreneurs, particularly in small and medium firms, have the potential to significantly contribute to social and economic growth (Awan & Ahmad, 2017). The presence of women-owned small and medium enterprises is seeing significant growth and contributes to the economy of almost all regions in different countries like India (Rastogi et al., 2022). The untapped potentials of women entrepreneurs have been gradually changing due to the increasing awareness of their position and economic status in society (Agarwal et al., 2022). Although the number of women entrepreneurs in India is increasing, they still face several obstacles to achieving success, including a lack of support, insufficient funding, and family support.

The agrifood business is one of the critical sectors in world economies. It is a sector where women rise to seize opportunities while encountering challenges (Meliá-Martí et al., 2022). These women, often called 'agripreneurs,' are critical actors on the margins in promoting innovation, food security, and economic development in the 21st century (Singh et al., 2022). Women are inevitably influential within the core of the agro-food system and are more involved in more than forty per cent of the farming activity in the developing world (Estigoy et al., 2023). However, they face several obstacles, from dominant culture to prejudice and practices that limit their chances to receive resources, training, or access to legal protection. These barriers tend to keep them from attaining more technical jobs and present digital competencies of high career mobility and ownership (Khan et al., 2021). Also, challenges, including gender, considering that most affected by agriculture are women, and this worsens gender disparities. However, women in agriculture are driven to create solutions to hurdles they encounter, buoyed by the following factors (Savage et al., 2023). Substance social support and support structures are equally critical in supporting one to prepare to be constructive, providing a base for knowledge sharing, coaching, and reassurance. Modes of personality,

tenacity, flexibility, and a visionary disposition are among the foundational characteristics on which many a woman erects her firm in the agro-food industry. When well tapped, these aspects allow women to challenge the odds in agriculture and food production systems for adversity (Ogujiuba, 2021). Another determinant is market training, whereby the females are trained to open their eyes and see what the market is compelling them to sell the products, among other factors (Agarwal et al., 2018; Khan et al., 2021). Therefore, the combination of the factors mentioned above defines a favourable landscape for women agripreneurs to thrive and usher in transformational change in the agro-food value chain. Former governmental policies that encourage women to manage agricultural food production, effective social networks to share experiences and learn from other women, additional personnel character, and trained women's market knowledge help cope with the challenges (Agarwal et al., 2018; Khan et al., 2021). The goal of this research is to discuss these success factors (business competencies, marketing skills, government support, self-confidence, risk-taking and sociocultural factors) and their synergistic relationship and provide key recommendations on how to promote the success and growth of women agripreneurs going forward, to not only have a sustainable and desirably diversified agrifood industry. Although these factors have been studied in separate frameworks (Agarwal et al., 2018; Khan et al., 2021), this work has used an integrated approach to study personal and other factors responsible for business success for women entrepreneurs in the food sector. Moreover, the moderating role of family support has been studied in the framework.

1.1 Research Gap:

Even though the research studies on women entrepreneurs in the agro-food sector have considerably increased in recent years, the documentation of the variables defining success and effectiveness in Northern Indian women entrepreneurs and the role of family support in those processes is scarce (Arafat et al., 2021). Previous and existing research primarily centres on the global general entrepreneurial context with little paradigmatic emphasis on the sociocultural and economic profile within Northern India (Garima et al., 2023). This region, with diverse cultural standards of both business and feminine, has its peculiar business climate that challenges and inspires women entrepreneurs. A study carried out in the recent past discussed the variables affecting the entrepreneurial capacity of women, explaining how government support, family social support, financial literacy and managerial skills impact the women involved in entrepreneurship. Nevertheless, it is necessary to indicate that this study has given insights into related general entrepreneurship environments instead of concentrating on the agro-food sector. Furthermore, the role of family support is a unique contribution to this work.

II. LITERATURE

Business success is the business owner's success in achieving their business objectives with positive performances evidenced in profitability, growth, market share, customer satisfaction, and sustainability, among others. Regarding business performance, profitability and productivity represent the critical financial elements of success, while business flexibility and its capacity for innovation are the many operational ones. Women entrepreneurship and risk are fundamental to entrepreneurial literature (Agarwal et al., 2018; Khan et al., 2021). For instance, women's involvement in entrepreneurship is primarily associated with their willingness to take risks, distinguishing them from employees and supervisors (Begley & Boyd, 1987). How a woman manages risk is likely to impact the firm's performance (Pattillo & Söderbom, 2000). Consequently, female entrepreneurs are motivated to seek investment in the volatile market (Johnell et al., 1995), as they can make decisions in such a chaotic market (Gedajlovic et al., 2004). Confidence, as defined in the entrepreneurship literature, refers to the ability of entrepreneurs to perceive opportunities and follow their goals with a strong belief in their abilities (Twibell et al., 2008). Self-confidence is considered to be of utmost importance in the field of entrepreneurship. It is widely regarded that having self-confidence assists entrepreneurs in their entrepreneurial endeavours (Oney & Oksuzoglu-Guven, 2015). Sociocultural elements encompass a combination of social and cultural influences that impact the success of women entrepreneurs. Women entrepreneurs in Asian nations have significant challenges related to social and cultural conventions and family difficulties (Poggesi et al., 2016). Therefore, Roomi et al. (2018) propose that a multifaceted interaction of sociocultural elements influences women's decisions to pursue entrepreneurial careers. Furthermore, the level of entrepreneurial activity at a particular time and location is determined by sociocultural factors (Veciana, 1999). Business Competencies are the knowledge, skills, and experience a person will apply when undertaking a business venture to achieve the set goals. Some areas include strategic management, financial control, analysis of current business operations, leadership and decision-making. Both intra- and ante-business competencies enable entrepreneurs to manage their organizations well by having adequate knowledge, skills, and ability to overcome any business obstacles. Marketing skills encompass the exertion of specific techniques aimed at advertising products or services. This includes market analysis, target groups, marketing communication, and ways of reaching the target using social networks, advertisement, and public relations. Marketing skills involve identifying and influencing customers through persuasion, requests, cultivation of favourable images, and appeals to purchase products. Family support can be the backup and support in terms of money, time or effort that an expatriate gets from family members while starting up a business. This could entail motivating the person to start a business, advising them to do so, providing capital or funds to start the business, and assisting them in carrying out administrative functions in connection with the business. These occur through encouragement, as the family's support can give the business person confidence, relieve pressure and provide a cushion, factors that improve the business person's ability to work (Agarwal et al., 2018; Khan et al., 2021). *Government support* refers to the overall endeavour put in place by the government in the form of programs, policies, and efforts meant for entrepreneurs. This may involve funds to reimburse costs, subventions, low-cost credit, pre- and post-graduate training, coaching, and advisory measures. Government support is critical in establishing a healthy environment for businesses, opening up opportunities, and supplying the means required for the commencement, development, as well as maintenance of enterprises (Agarwal et al., 2018; Khan et al., 2021). Government intervention plays an important role in supporting women entrepreneurs by identifying the key issues and providing appropriate solutions to change gender bias in their business environment.

III. METHODS

This study utilized a quantitative and causal research methodology to examine the relationship between antecedents of business success in women entrepreneurs. The investigation utilized a comprehensive questionnaire to include various variables related to business success, business competencies, sociocultural factors, self-confidence, risk-taking, government support and market skills. In addition, moderating variables in the form of family support were also added to the framework. A web-based survey was conducted to gather data from 309 women engaged in different agro-food businesses in Northern India.

3.1 Measures

Business competencies (5 items), government support (3 items) and market skills (3 items) were adapted from the work of Agarwal et al. (2018). Business success (5 items), sociocultural factors (3 items), self-confidence (3 items), and risk-taking (3 items) were adapted from the work of Khan et al. (2023). Family support (3 items) was adapted from the work of Powell and Eddleston (2013).

3.2 Objectives

- To study the influence of success factors on business success in women entrepreneurs.
- To study the moderating role of family support between success factors and business success in women entrepreneurs.

3.3 Factor Analysis

The questionnaire was modified to align with the local context. To analyze the factor structure, the "exploratory factor analysis" (EFA) feature of SPSS 26.0 was used, as suggested by Hair et al. (2006). To evaluate dependability, Cronbach's alpha was employed and found to be above the specified threshold of 0.60 (Hair et al., 2006). Regarding sample adequacy, the "Kaiser-Meyer-Olkin (KMO)" and "Bartlett's test of Sphericity" scores were both higher than the acceptable values (0.781 and 53789129, respectively). The eight components account for 85.1% of the variance. The dataset consisting of 28 items exhibited a loading above 0.50, as Hair et al. (2006) reported.

3.4 Data Analysis:

3.4.1 Respondent Profile:

The information gathered from 309 respondents (Table 1) offers a thorough picture of the several demographic and professional traits of Northern Indian agro-food business women entrepreneurs possess. The age distribution indicates a balanced representation across different age groups, with 14.56% of respondents aged 18–28, 39.81% aged 29–39, and 45.63% aged 40–50. This suggests a notable presence of younger and more seasoned businesspeople.

Regarding education, the bulk of respondents—60.52%—have a graduate degree, followed by postgraduates—30.74%; and a lesser fraction with a doctorate—8.74%. According to marital status figures, 45.95% of the respondents are single, and 54.05% are married. Experience as an entrepreneur range; 24.92% have 1–3 years, 46.28% have 4–6 years, and 28.80% have more than six years. According to work status, 34.95% of the respondents are part-time entrepreneurs, and the majority (65.05%) run their companies full-time. With 31.39% of respondents having a bachelor's degree, 26.21% a master's degree, 17.80% an MS/MPhil, and 13.91% a PhD, respondents' degree of education highlights the value of formal education even more. Higher education is a typical feature among successful women entrepreneurs in this area; just 10.68% have an intermediate or below

education level. Data on company size shows that 35.92% of the respondents run companies with up to 20 people, 31.39% have 20–50 employees, and 32.69% supervise more than 100.

TABLE 1
RESPONDENT PROFILE

Variable	Category	Frequency	Percentage	
	18–28 years	45	14.56	
Age	29–39 years	29–39 years 123		
	40–50 years	141	45.63	
	Doctorate	27	8.74	
Education	Postgraduate	tgraduate 95		
	Graduate	187	60.52	
Monital Status	Married	167	54.05	
Marital Status	Unmarried	142	45.95	
	1–3 years	77	24.92	
Experience as Entrepreneur	4–6 years	143	46.28	
	More than six years	89	28.8	
	Full-time	201	65.05	
Work Status	Part-time	108	34.95	
	Intermediate and less	33	10.68	
	Bachelor	97	31.39	
Education Level	Master	81	26.21	
	MS/MPhil	55	17.8	
	PhD	43	13.91	
	Upto 20 employees	111	35.92	
Business Size	20–50 employees	97	31.39	
	More than 100 employees	101	32.69	

Measurement Model

Figure 1 illustrates the construction of the measurement model through a confirmatory factor analysis (CFA) conducted using AMOS 26.0. The fit indices of the model indicate favourable results: CMIN/DF= 3.31; CFI = 0.931, GFI= 0.912, NFI =0.931, and RMSEA=0.054 (Hu & Bentler, 1999). The instrument's reliability was evaluated using C.R. (composite reliability) ratings, which surpassed the acceptable threshold of 0.60. To assess convergent validity, the study employed AVE (average variance extracted) scores to achieve a benchmark of at least 0.50 (Fornell & Larcker, 1981) and standard loadings that surpass 0.50. The analysis confirmed the discriminant validity by showing that the correlation coefficients were smaller than the square root of the AVE scores (Fornell & Larcker, 1981), thereby ensuring distinct separation between the components (Table 2).

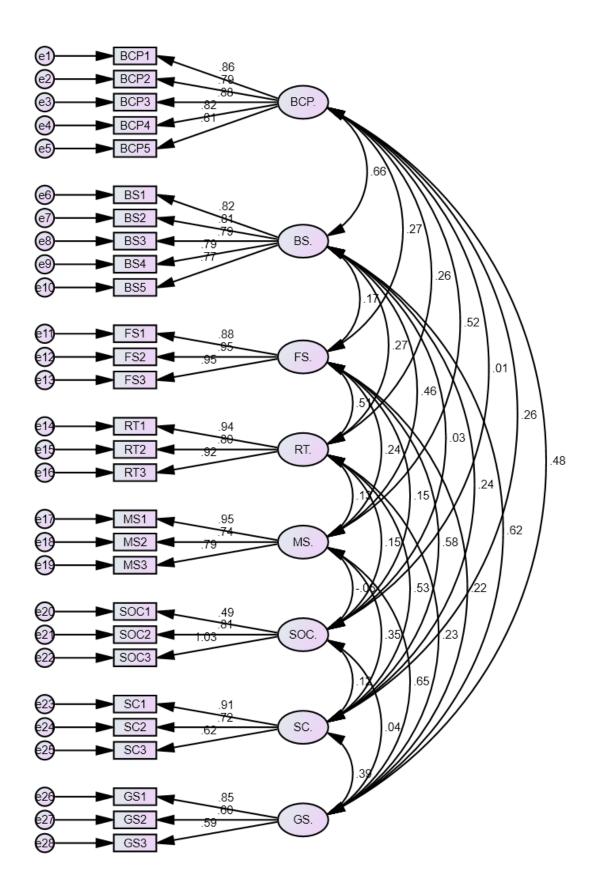


FIGURE 1: Measurement Model Source: Author's Own

TABLE 2
VALIDITY AND RELIABILITY

	CR	AVE	SC.	BCP.	BS.	FS.	RT.	MS.	SOC.	GS.
SC.	0.8	0.58	0.76							
вср.	0.92	0.69	0.256	0.83						
BS.	0.9	0.63	0.239	0.664	0.8					
FS.	0.95	0.86	0.58	0.269	0.167	0.93				
RT.	0.92	0.79	0.534	0.259	0.267	0.514	0.89			
MS.	0.87	0.7	0.346	0.519	0.458	0.239	0.13	0.83		
SOC.	0.8	0.59	0.122	0.014	0.029	0.154	0.15	-0.06	0.77	
GS.	0.73	0.51	0.386	0.482	0.625	0.217	0.23	0.655	0.035	0.69

Source: Author's of this Paper

Note: SC-Self-confidence; BCP-Business competencies; BS-Business success; FS-Family support; RT-Risk taking; MS-Marketing skills; SOC-S

3.5 Structural Model

Using the structural model, one examined the relationship between dependent and independent variables. The next figures show the model's fit well:

CMIN/df=4.40, GFI=0.904, CFI=0.919, RMSEA=.068, NFI=0.940.

Examining the hypotheses reveals critical new directions for understanding the elements affecting business success for agrofood sector women entrepreneurs.

Supported by the statistics (β = 0.35, p = 0.01), H1 suggests that corporate abilities (business competencies) significantly affect business success. This implies that the success of the entrepreneur's company is much influenced by their knowledge and ability set. With findings showing a positive and noteworthy link (β = 0.23, p = 0.05), H2 investigates how government backing affects business success. This emphasizes how government policies, subsidies, and support programmes help to promote entrepreneurial success. With a noteworthy positive effect (β = 0.32, p = 0.02), H3 looks at how market skills affect company success. Success seems driven mainly by good marketing plans and knowledge of market dynamics. H4 investigates the influence of sociocultural elements on corporate performance, therefore displaying a notable positive correlation (β = 0.22, p = 0.04). This emphasizes how much cultural and social support networks shape entrepreneurial results. With a high positive association (β = 0.37, p = 0.01), H5 centres on self-confidence as a determinant of business success. One of the main things that enables women business owners to follow and reach their objectives is confidence in their capacity. Based on the data (β = 0.34, p = 0.03), H6 evaluates how risk-taking affects business success and is instead supported by it. Navigating the uncertainty of the corporate world and succeeding in business depends on being ready to take measured risks. The results imply that the success of women entrepreneurs in the agro-food sector mostly depends on a mix of personal abilities, external assistance, market savvy, sociocultural backing, self-confidence, and risk-taking.

TABLE 3
STRUCTURAL MODEL ESTIMATES

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Hypotheses	Independent Factor	Dependent Factor	Standard (β)	P	Result
H1	Business Competencies	Business Success	0.35	0	Supported
H2	Government Support	Business Success	0.23	0.1	Supported
НЗ	Market Skills	Business Success	0.32	0	Supported
H4	Sociocultural Factors	Business Success	0.22	0	Supported
Н5	Self-Confidence	Business Success	0.37	0	Supported
Н6	Risk-Taking	Business Success	0.34	0	Supported

Note: Source: Author's Own

P=.001

IV. MODERATION

The moderation analysis investigates the effect of family support on the interaction among several independent variables and corporate success. The following (Table 4) summarises the outcomes:

H7 examines how family support and business competencies interact to affect company performance. The moderation effect is insignificant with $\beta = 0.15$ and p = 0.12. This implies that family support does not change the effect of business competencies on company success. H8 looks at how family and government assistance interact to affect business success. Furthermore, displaying a non-significant moderating influence is the outcome ($\beta = 0.18$, p = 0.08). This suggests that the effect of government support on business success is not much changed by family support. H9 investigates how family support and market skills combine to determine business success. The outcome ($\beta = 0.20$, p = 0.06) shows that the moderating effect is insignificant, implying that family support does not considerably change the influence of market abilities on company success. H10 investigates the relationship between family support and sociocultural elements of corporate success. With $\beta = 0.28$, p = 0.02, the critical outcome shows that family support dramatically increases the favourable impact of sociocultural elements on corporate success. Therefore, a supportive family environment can magnify the advantages of good sociocultural settings, increasing business success. H11 looks at how family support and self-confidence interact to affect company performance. The critical outcome ($\beta = 0.33$, p = 0.01) reveals that family support dramatically increases the favourable influence of selfconfidence on company performance. This emphasizes the need for a loving family to increase company owners' confidence, which improves their companies' results. H12 looks at how risk-taking and family support interact to affect company performance. The primary outcome ($\beta = 0.31$, p = 0.03) shows that family support dramatically increases the favourable influence of risk-taking on corporate performance. This implies that a supportive family might inspire business owners to take measured risks, enhancing their chances of success.

TABLE 4
MODERATION EFFECT OF FAMILY SUPPORT

Hypotheses	Interaction	Outcome	P-value	P-value	Results
Н7	Business Competencies x Family Support	Business Success	0.15	0.12	Not Supported
Н8	Government Support x Family Support	Business Success	0.18	0.08	Not Supported
Н9	Market Skills x Family Support	Business Success	0.2	0.06	Not Supported
H10	Sociocultural Factors x Family Support	Business Success	0.28	0.02	Supported
H11	Self-Confidence x Family Support	Business Success	0.33	0.01	Supported
H12	Risk-Taking x Family Support	Business Success	0.31	0.03	Supported

V. CONCLUSION & DISCUSSIONS

The analysis suggests several critical success factors for women entrepreneurs in the agro-food sector in Northern India: business competencies, government support, market skills, sociocultural factors, self-confidence and risk-taking. The findings affirm that having practical business competencies, strong government backup, enhanced market proficiency, favourable social-cultural contexts, high self-esteem, and risk-taking are critical determinants of business success. Self-confidence also underlines the significance of family support in increasing the impact of some factors on business success. In this regard, family support enhances and amplifies the positive effects of sociocultural factors, self-confidence, and risk-taking abilities. This goes a long way to demonstrate the value of the familial setup when encouraging women in business. In light of the research discoveries, former theoretical propositions of multifaceted initiatives are necessary for entrepreneurial success. Various actors, including policymakers, educational institutions, communities, and families, uniquely contribute to a favourable environment for women entrepreneurs. Based on the assessment of the factors highlighted in this paper and given the acknowledgement of the role of the family in supporting women in business, it is possible to work towards the improvement of the entrepreneurial environment and the successful development of female-led enterprises in the agro-food industry. As a result, this investigation offers an understanding and comprehension of factors that are important to business success among women entrepreneurs in the agro-food industry in Northern India. They agreed that business competencies, government support, market skills, sociocultural, self-confidence and risk-taking are essential factors, which confirms that the factors for entrepreneurial success are compound.

The obtained findings show that the critical area of focus for future entrepreneurs is building strong business competencies and a high level of market skills that will enable them to conduct business effectively in competitive environments. Also, it

encourages the significance of the more extensive supportive governmental policies about establishing proper political initiatives to encourage various entrepreneurial actions. Another area of concern is the sociocultural factors that give shape and meaning to entrepreneurial activities. Overall, the cause analysis significantly showed that family support moderated the relationship between sociocultural factors, self-confidence, risk-taking, and business success, implying the importance of a supportive family environment. This means that family support multiplies the possibilities of the various factors that are positive for business, hence improving performance. These observations hold relevant and significant implications for the following stakeholders. The authorities must increase awareness and provide women interested in entrepreneurship with resources, such as financial support, training for women business people, or other resources. If institutions of learning are to equip women with the requisite skills and knowledge in entrepreneurship, they need to offer a rounded curriculum in entrepreneurial education. Extended support from the community and families must be encouraged to enhance the sustainability and support for entrepreneurship. Still, it is possible for future studies to look at other variables connected with business performance and scrutinize these antecedent-outcome linkages across various periods. Future empirical research that includes longitudinal research designs could offer further understanding of this analysis regarding the flow of entrepreneurship development and the absorptive effects of different factors in business continuity. In conclusion, this study calls for, instead stresses, the need to develop multi-faceted intervention strategies in promoting women entrepreneurs in the agro-food chain, with particular reference to the interplay of self-attribute, external resources and family encouragement on business performance.

IMPLICATIONS

Therefore, these findings have some of the broad implications of this study that will affect different players involved in helping women entrepreneurs scale their ventures in the agro-food sector in Northern India. In particular, the results supporting an increase in government support as being positively associated with the business success of female entrepreneurs means that current and future support programs should be strengthened and developed specifically for women. These involve financial support in cash, donations, and the provision of cheap credit and loans. Also, there is a need for policies that should recommend training and development that will increase business competencies and market skills through policies such as workshops, mentorship and online classes. Schools are also very relevant since they supplement the practice of entrepreneurship by providing the totality of courses and programs that support and foster institutional learning through practical sessions, case studies, and experiences. Such affiliations with industry giants can expose students to entrepreneurial environments and provide more adequate networking opportunities to prepare them. Based on the results of the analysis, the supportive community and family are emphasized as the most critical aspects because family support shows the most substantial moderation influence on sociocultural factors, self-confidence, and risk-taking. As such, efforts should be made to ensure that families and society at large appreciate the essentiality of their support for the development of an entrepreneur. Additional efforts that comprise community-based programs with options for group support, meetings, and organization of successful female business owners would also improve the sociocultural layer. Women entrepreneurs themselves should ensure they enhance their business-related knowledge and expertise through learning and training experiences, attending business-related workshops and seminars, and seeking mentors. Another implication of fear of failure is that by acknowledging the importance of family support, as well as ensuring that family members are engaged in the business, clients can be assured of a home that supports them as they scale up their businesses, step out of their comfort zones, and be ready to take more risks.

FUTURE RESEARCH

Longitudinal studies should be emphasized to examine how these factors and their connections with business success change over time. Thus, much more light would be shed on the sustainability of entrepreneurial success. Furthermore, to give a more precise picture of the workings of businesses, researchers should analyze and highlight other factors that may affect business success and growth, such as concepts peripheral to entrepreneurship, such as technology, innovation, and markets. Lastly, the paper shows the need for a more comprehensive approach when promoting women entrepreneurs, paying attention to the given factors and appreciating the significance of the results in the form of family and community support to contribute to the need to improve the environmental conditions for effective development and success in agro-food entrepreneurship.

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