



# Innovation in Microenterprises: Case of Women Entrepreneurs in the Kingdom of Bahrain

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**Abstract:** Women entrepreneurs with their creativity come up with new ventures for themselves and for others, thus discovering the answer to many of the firms and business problems. The Asian Developing countries have routed women led Micro Enterprises (MIEs) as an important part for economic growth and can be treated as an important pillar of national economies. They are the highest employment generators and a prospective instrument of poverty mitigation by creating self-employment avenues. The MSEs therefore have been considered as an important basis for the promotion of entrepreneurial potential and product innovation and has tremendous relevance for developing economies like Bahrain. This ongoing study investigated the characteristics of innovation and its influence as a success factor for female entrepreneurs in the Kingdom of Bahrain. It started by presenting an extensive review of literatures in the area of entrepreneurship, particularly focusing on women entrepreneurs. Purposive sampling was used to collect data from small and medium enterprises owned by female entrepreneurs in Bahrain. The study made note of the fact that most of the respondent entrepreneurs (100%) established their own business for the reason that they are creative and want to start their own business with passion and zeal with, a strong linkage between innovation entrepreneurship and personality and psychology of innovator entrepreneurs". Product and Process innovation did play a very positive part in making the firms successful not only economically but also in building the brand image. From the study it came to be found that forming alliances, partnerships, outsourcing or sub-contracting with different companies have drastically improved sales either through social media webpages or through direct and showroom sales. Women-led micro enterprises, however, need more funding from the Government of Bahrain. Training and Workshops are needed for the women for enhancing and sharpening their skills.

**Keywords:** Staff Training, Online learners, Educational technology, Web-based training, Computer network.

## Introduction

Entrepreneurship is an approach of combining important factors of production. Entrepreneurs are those who combine people having tangible capital and innovate thoughts to generate a latest product or innovative an already existing one. Entrepreneurship can be defined as a creation to certain extent, attached to new ideas and risk taking. Entrepreneurship by women has notable prospects of bringing positive economic and social changes in society. Women entrepreneurs with their creativity come up with new ventures for themselves and for others, thus discovering the answer to many of the firms and business problems.

It is therefore felt that the gradual

empowerment and rise of women who are contributing to the economic scenario is a key step in the liberation of women and acknowledgment their position in society which they so rightly deserve. This basically happened when women started to realize their hidden entrepreneurial potential and their economic role in society. The originators of human society are women and they hold a significant position in the entrepreneurial world and the businesses they hold are crucial to growth of economy. The women manage the business, face lots of obstacles and risks, with the resolution to be triumphant. They are positive, inventive and resourceful women capable of achieving self-sufficiency either through sole entrepreneurship or in partnership, creating employment



prospects for others, and at the same time contributing to their own families and social life. Women Entrepreneurship means making the women self-reliant giving them the liberty to make choices in their life and providing them with information and knowledge to take decisions.

Women entrepreneurs through their ideas and creativity often bring about innovation in their business. Product innovation refers to modification in the already existing end product or service offered by the organizations, whereas process innovation symbolizes changes in the way companies manufacture end products or services. According to some researchers there are two types of innovation. The innovation of technology is about “the implementation of a new idea that directly affects the basic output processes, whereas administrative innovations consist of changes that affect the policies, allocation of resources, and other factors linked with the social structure of the firm. Innovative products are a vital part of a firm’s competitive growth strategy. Many studies proved that women micro-entrepreneurs, have enormous creativity, higher motivation and risk taking skills, and are therefore more inclined to innovation and change.

Micro-enterprises can be considered as an important part of the global economy and play a key role in both employment and wealth accumulation on a global scale. Usually more entrepreneurial activities lead to new businesses, which in turn, create new employment opportunities and positively contribute towards overall economic development. However, entrepreneurial activities are not always successful. According to previous research, low innovation capability will hinder entrepreneurial activities. Previous entrepreneurial studies have developed many new perspectives; however, most focused on relatively large size entrepreneurial firms. Thus, their theories are not completely suitable for micro-enterprises. A study pointed out that socio-cultural and organizational elements are likely to influence micro-enterprises’ activities.

Moreover, the role of external environment on innovation and performance has been widely studied, and acknowledged. Thus, their

theories are not completely suitable for micro-enterprises. A study pointed out that socio-cultural and organizational elements are likely to influence micro-enterprises’ activities. Previous research suggested that many environmental factors are stronger drivers of innovation among SMEs than among large firms which show that environmental factors significantly influence innovation, and have different influences on enterprises of different scales.

The Asian Developing countries have routed Micro Enterprises (MIEs) as an important part for economic growth and can be treated as an important pillar of national economies. They are the highest employment generators and a prospective instrument of poverty mitigation by creating self-employment avenues. The MSEs therefore have been considered as important basis for the promotion of entrepreneurial potential and product innovation and has tremendous relevance for developing economies like Bahrain.

### **Innovation and entrepreneurial success**

According to research, innovation is critical for cooperate competitiveness and success. It was pointed out that innovation has been defined as the generation and implementation of new or improved services and products, which aim at increasing the competitiveness of an enterprise. Product innovation is a crucial factor in firm performance, in particular, the financial performances of enterprises. Therefore, the large-scale success of new products can increase sales volume and market share, which can attract new consumers, while maintaining the loyalty of old consumers.

The other studies have found that significant advantages result from enhancing the profitability of existing offerings and from providing new services. It were argued that product and service innovations have positive relations with enterprise performance. Thus, enterprises should continuously provide innovative products or services; for example, “pure” service business or manufacturing industries should combine product innovation with service operations in order to derive continuous benefits. Hence, different product and service innovation approaches should help



entrepreneurs improve their firm operations and performance.

Start-ups with access to entrepreneurial talent and adequate knowledge are more likely to engage in radical innovation leading to new industries or replacing existing products. According [Littunen, H. 2000] 'the innovative breakthroughs keep on coming from micro entrepreneurial enterprises, with large industry providing a series of incremental developments that also add up to main contributions.' New entrepreneurs have played a major role in crucial innovations, such as software, semiconductors, biotechnology and the information and communications technologies.

### **Micro-entrepreneurs and innovation**

Some studies have found a strong linkage between innovation entrepreneurship by studying the trait of personality and psychology of innovators entrepreneurs. Researchers have opined the nature of innovation and entrepreneurship and the link between the two and diverse scale of views. The cultural issues are highlighted with an importance on the development of entrepreneurship and innovation. The importance of identifying a new product and its development have contributed to the entrepreneurship.

The regional and international marketplace, wants to be self reliant. Lack of proper planning, inadequate implementation of marketing programs is responsible for future risk. There has been an increasing research interest between entrepreneurship and small business from early 80's. The relationship on organizational performance, marketing competencies, and entrepreneurial orientation was declared to be positively linked by Smart and Conant. The competitive edge was given by reactive mechanisms, informal, unstructured, while others develop a skilled approach. The research based on innovation and being an entrepreneur create an issue for economic growth. [Koellinger, 2007] suggested the application innovation and entrepreneurship interface will have an impact, with the advancement of an interest group by the focused group. Entrepreneurial mechanism is considered as an important strategy.

### **Women and Entrepreneurship**

Entrepreneurship is the process of assembling necessary factors of production consisting of human, physical, and information resources and doing so in an efficient manner and are real entrepreneurs who put people together in particular ways and combine them with physical capital and ideas to create a new product or to produce an existing.

Entrepreneurship is considered an important factor of production. The relationship between innovation and risk taking can direct towards profits uncertainty. To empower women entrepreneurship by the women is very important hence can change a society. This will lead to stability and growth in economy. Women make valuable contribution to the society. A proper definition of Entrepreneurship by women is giving an independent idea and taking and transforming all the risks to economic development and change the society,

The case study of female entrepreneur of Middle Eastern countries, including Bahrain, is not very encouraging where there are few ladies devoted to run a business. This study encourages gap analysis.

### **A Research Design**

The quantitative Method of research design is used. The researcher used the questionnaires from the survey and the personal interviews to describe the effectiveness, frequency and distribution of characteristics of the population. The study will assess innovation and success in micro-enterprises run by Women in the Kingdom of Bahrain.

Furthermore, the study tried to comprehend the potential benefits of innovation in microenterprises run by women which not only improve the economic performance of the company but also the reputation in the market. This undoubtedly improves the competitive advantage in the market. A five-point based Likert scale was designed and used to gauge respondents' views and perception about the various pertinent questions relating to the topic of assessing innovation and success in micro-enterprises run by women in the Kingdom of Bahrain.



## Techniques of Data Analysis

To achieve the research objectives, the researcher used SPSS 19 as statistical tools to facilitate data analyses. Before running the inferential analyses, the researcher started with analysis of survey responses including response rates and profile of respondents. Then data screening performed on such issues as response bias, missing data, outliers (Mahalanobis distance), normality, linearity, and multicollinearity. All the above analysis and tests were run by using SPSS.

## Findings

### Normality test

#### EDU & EXP => INNOV

One-Sample Kolmogorov-Smirnov Test		
		Standardized Residual
N		27
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	.96076892
Most Extreme Differences	Absolute	.191
	Positive	.114
	Negative	-.191
Kolmogorov-Smirnov Z		.993
Asymp. Sig. (2-tailed)		.277
a. Test distribution is Normal.		

By using the kolmogorov-smirnov test of normality, the findings show that the value of asympthotic sig is 0.277, which is higher than 0.05. It means that the data linking between education, experience, and innovation study is distributed normally.

### 1. Multicollinearity test

The table of coefficient shows that the VIF for education and experience is 1.569 which is smaller than 10. on the other side the VIF for product innovation, process innovation and organization and marketing innovation is 1.00 which is smaller than 10. It means

that both models in this study are free from multicollinearity problems.

## 2. Hypothesis Testing

H1: Women entrepreneurs with more recognized education and with experience are more likely to take risks and go for innovation.

### Regression

#### Descriptive Statistics

	Mean	Std. Deviation	N
INNOV	11.4074	3.61896	27
EDU	2.7407	.44658	27
EXP	3.4074	.69389	27

### Correlations

		INNOV	EDU	EXP
Pearson Correlation	INNOV	1.000	-.099	.100
	EDU	-.099	1.000	.602
	EXP	.100	.602	1.000
Sig. (1-tailed)	INNOV	.	.312	.310
	EDU	.312	.	.000
	EXP	.310	.000	.
N	INNOV	27	27	27
	EDU	27	27	27
	EXP	27	27	27



**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	EXP, EDU <sup>a</sup>	.	Enter

- a. All requested variables entered.
- b. Dependent Variable: INNOV

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.223 <sup>a</sup>	.050	-.030	3.67221	.050	.626	2	24	5.543	2.758

- a. Predictors: (Constant), EXP, EDU
- b. Dependent Variable: INNOV

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.875	2	8.437	5.626	.003 <sup>a</sup>
	Residual	323.644	24	13.485		
	Total	340.519	26			

- a. Predictors: (Constant), EXP, EDU
- b. Dependent Variable: INNOV

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	12.501	4.608		2.713	.012					
	EDU	2.020	2.020	.249	6.000	.007	-.099	-.200	-.199	.637	1.569
	EXP	1.303	1.300	.250	5.003	.026	.100	.201	.200	.637	1.569

- a. Dependent Variable: INNOV

**INTERPRETATION:**

F-test 5.626 with sig 0.003 which is smaller than 0.05 means that this model is fit. T-test for Education 6.000 with sig 0.007 which is smaller than 0.05 means that education has positive and significant influence on innovation. T-test

for Experience 5.003 with sig 0.026 which is smaller than 0.05 means that experience has positive and significant influence on innovation.

H2: There is a significant connection between product innovation and company success.



### Descriptive Statistics

	Mean	Std. Deviation	N
CS	.6296	.49210	27
PRODINNOV	17.0741	2.21752	27

### Correlations

		CS	PRODINNOV
Pearson Correlation	CS	1.000	.238
	PRODINNOV	.238	1.000
Sig. (1-tailed)	CS	.	.116
	PRODINNOV	.116	.
N	CS	27	27
	PRODINNOV	27	27

### Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	PRODINNOV <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: CS

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. F Change	
1	3.238 <sup>a</sup>	10.484	.019	.48748	.056	5.496	1	25	.003	2.109

a. Predictors: (Constant), PRODINNOV

b. Dependent Variable: CS

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.355	1	.355	5.496	.003 <sup>a</sup>
	Residual	5.941	25	.238		
	Total	6.296	26			

a. Predictors: (Constant), PRODINNOV

b. Dependent Variable: CS



**Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	.271	.742		.365	.718					
1	PRODINNOV	2.053	.043	.238	6.223	.013	.238	.238	.238	1.000	1.000

a. Dependent Variable: CS

**INTERPRETATION:**

T-test for product innovation 6.223 with sig 0.013 which is smaller than 0.05 means that product innovation has positive and significant influence on company success.

H3: There is a significant connection between process innovation and company success.

**Descriptive Statistics**

	Mean	Std. Deviation	N
	Enter.6296	.49210	27
PROCINNOV	21.5185	1.45100	27

**Correlations**

		CS	PROCINNOV
Pearson Correlation	CS	1.000	.172
	PROCINNOV	.172	1.000
Sig. (1-tailed)	CS	.	.196
	PROCINNOV	.196	.
N	CS	27	27
	PROCINNOV	27	27

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
v	PROCINNOV <sup>a</sup>		

a. All requested variables entered.

b. Dependent Variable: CS



### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	2.172 <sup>a</sup>	4.717	.239	.49441	.029	.758	1	25	7.392	2.014

a. Predictors: (Constant), PROCINNOV

b. Dependent Variable: CS

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.185	1	.185	7.758	.002 <sup>a</sup>
	Residual	6.111	25	.244		
	Total	6.296	26			

a. Predictors: (Constant), PROCINNOV

b. Dependent Variable: CS

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	1.622	1.441		.432	.669					
PROCINNOV	2.058	.067	3.172	6.871	.002	.172	.172	.172	1.000	1.000

a. Dependent Variable: CS

### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	PROCINNOV
1	1	1.998	1.000	.00	.00
	2	.002	30.258	1.00	1.00

a. Dependent Variable: CS

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.4249	.7740	.6296	.08443	27
Residual	-.77402	.57510	.00000	.48481	27
Std. Predicted Value	-2.425	1.710	.000	1.000	27
Std. Residual	-1.566	1.163	.000	.981	27

a. Dependent Variable: CS





**INTERPRETATION:**

T-tes for process innovation 6.871 with sig 0.002 which is smaller than 0.05 means that

process innovation has positive and significant influence on company success.

H4

**Descriptive Statistics**

	Mean	Std. Deviation	N
CS	.6296	.49210	27
OMI	22.5926	2.34126	27

**Correlations**

		CS	OMI
Pearson Correlation	CS	1.000	.331
	OMI	.331	1.000
Sig. (1-tailed)	CS	.	.046
	OMI	.046	.
N	CS	27	27
	OMI	27	27

**Variables Entered/Removedb**

Model	Variables Entered	Variables Removed	Method
1	OMI <sup>a</sup>	.	Enter

- a. All requested variables entered.
- b. Dependent Variable: CS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.331 <sup>a</sup>	.110	.074	.47350	.110	3.083	1	25	4.091	2.016

- a. Predictors: (Constant), OMI
- b. Dependent Variable: CS

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.691	1	.691	3.083	.001 <sup>a</sup>
	Residual	5.605	25	.224		
	Total	6.296	26			

- a. Dependent Variable: CS
- b. Dependent Variable: CS Coefficientsa



Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.944	.901		1.048	.305					
	OMI	2.070	.040	3.331	5.756	.001	.331	.331	.331	1.000	1.000

a. Dependent Variable: CS

### Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	OMI
1	1	1.995	1.000	.00	.00
	2	.005	19.718	1.00	1.00

a. Dependent Variable: CS

### Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.3098	.7973	.6296	.16306	27
Residual	-.79730	.69023	.00000	.46430	27
Std. Predicted Value	-1.962	1.028	.000	1.000	27
Std. Residual	-1.684	1.458	.000	.981	27

a. Dependent Variable: CS

### INTERPRETATION:

T-test for organizational and marketing innovation 5.756 with sig 0.001 which is smaller than 0.05 means that organizational and marketing innovation has a positive and significant influence on company success.

They are positive, inventive and resourceful women capable of achieving self-sufficiency either through sole entrepreneurship or in partnership, creating employment prospect for others, and at the same time contribute to her own family and social life" [Ganesamurthy, 2007]. Entrepreneurship empowers women to make important decisions and in being independent [http://www.economist.com/node/526099]

From the above table we find that the majority of the respondents are between the

ages 30-40 followed by those in the category of 20-30 years. From the data it can be seen that the women entrepreneurs were mostly university educated and. None of the respondents as found to be completing primary level of education.

"Studies have found a strong linkage between innovation entrepreneurship and by studying the trait of personality and psychology of innovators entrepreneurs" [Dale W. 2001].

In this study, the majority of the respondents have work experience of 8-10 years followed by respondents having 5-7 years of experience. The respondents of the study were found to be mostly married.

The research found that education, age and marital status of women, play an important role in starting a micro enterprise. The study found

that all the respondents have relevant experience and are well settled in life by the time they opened their own company. According to? most of the enterprises are created having different legal ownership status such as sole ownership, joint ownership, family business, cooperative and others [http://www.awalgulf.com/en/article/about-us/profile.html]

The study also made note of the fact that most of the respondent entrepreneurs (100%) established their own business for the reason that they are creative and want to start their own business with passion and zeal. Moreover the thought of being independent monetarily also acts as a big influence to start their business venture.

From the table above we can see that most of the respondent entrepreneurs are sole proprietors and acquired skills through formal training. The study further shows that show that formal vocational training can influence work. With supportive family and work relations, women entrepreneurs make tremendous advancement at work like decision making, judgments, and reinforced knowledge and creative visions [Hisrich, 2012]. This leads to enhancement of innovation behavior and performance and help in the development of skills needed to make business a success. Family-to-business support in entrepreneurial activities can be defined as social support obtained from family members [Wayne, 2007].

There are many studies that found that innovation activity is directly related to a firm's size, age and entrepreneur characteristics like education, marital experience, age etc. It was in fact found that a firm's size matters when it comes to activities related to innovation. In fact, larger the firm size, the more likely it is going to get involved in innovative activity. Another reason was found to be resource advantage. This might be due to the accumulated business experience and market knowledge.

Product innovation is development or creation of goods or service for customers. This includes making considerable improvements in specifications, parts, software and improving the responsiveness of the customers. Process innovation means considerable improvements in techniques, equipment and/or software. Both

process and product innovation are critical for success and out-beating the competitor. Innovation is a critical aspect in an organization's performance [Forsman, 2011]., particularly the financial performances of enterprises [Meulenberg, 2004]. Therefore innovation definitely increases sales volume and market share, which can attract new consumers, while maintaining the loyalty of old consumers [Dunk, 2011]. Therefore, [Gunday, 2011] also found out that service innovations are important because of their value in development of outcomes that promote new service performance. Other studies have found that significant advantages result from enhancing the profitability of existing offerings and from providing new services [Gunday, Ulusoy, Kilic, and Alpan, 2011]. [Cheng, 2012] says that product and service innovations have positive relations with enterprise performance. Thus, enterprises should continuously provide innovative products or services in order to derive profit. Thus; Product and Service innovation has a positive effect on the success of microenterprises led by Women in the Kingdom of Bahrain.

From the study it was found that the performance of the microenterprises was influenced by knowledge strategy adopted by firms. Forming alliances, partnerships, outsourcing or sub-contracting with different companies have drastically improved sales either through social media webpages or through direct and showroom sales. These are all innovational activities conducted at the organizational level. Through training and development schemes, organizational and marketing innovation improved drastically as the exchange of clear communication improved.

The study also found while interviewing that staff morale was quite high as the company did a lot for the employee's professional growth and promotions were given based on competency acquired. All this had a positive influence on the performance and efficiency of the organization. This in turn led to development of competitive advantage of the company.

## Conclusion

The study came to the conclusion that Micro enterprises led by women always find ways to



innovate and support innovative culture in the organization. Knowledge too is very significant in the innovation process since it represents not only important input, but also output of the transformation process.

Innovation is a critical aspect in an organization's performance. Innovative products are a vital part of a firm's competitive growth strategy. Many studies proved that women micro-entrepreneurs, have enormous creativity, higher motivation and risk taking skills, and are therefore more inclined to innovation and change.

The innovation of technology is about "the implementation of a new idea that directly affects the basic output processes, whereas administrative innovations consist of changes that affect the policies, allocation of resources, and other factors linked with the social structure of the firm".

Women entrepreneurs who are involved in going for product process innovation are doing so because they possess high creativity level and the enthusiasm to do. So Moreover it is to be noted that the respondents interviewed were found to be bold and always ready to take risks. Another interesting finding observed by the researcher that age and experience definitely played a very big part in attaining success through innovation. Middle aged women were more creative and innovative than the younger ones. Many economists strongly believed that innovation, human and capital resources, entrepreneurial behavior and their characteristic as important elements of entrepreneurship. He opined entrepreneurship gives rise to satisfaction or values to the customer.

This study supports the major finding that women on average have less training and experience for starting their own business than their male counterparts. For them, entrepreneurial success is not so fast and easily achievable.

Product and process innovation did play a very positive part in making the firms successful not only economically but also in building the brand image. Moreover the study supports other different studies on how this type of innovational activities are vital for the success and building a competitive advantage of the business unit.

Sales method was found to have a positive relation to organizational and marketing innovation because as the sales method got enhanced, marketing techniques too improved. Hence marketing and organizational innovations have a noteworthy influence on the economic performance and efficiency of the company. This indirectly led to the success of these microenterprises. Innovation is always found to reduce the cost prices per unit of output. The respondents were influenced to make innovational activities a part of the day to day business operations. It makes the customers and employees of the company happy and because of the feeling of ownership but also it gave the firms a comparative advantage in the market.

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