

Entrepreneurial Competencies as Determinants of Success among Women Entrepreneurs

Mrs. Divyashree S¹
Research Scholar, CBSMS
Bangalore University

Dr Cynthia Menezes²
Research Guide, CBSMS
Bangalore University



<https://doi.org/10.55041/ijssmt.v2i10.009>

Cite this Article: S, D. (2026). Entrepreneurial Competencies as Determinants of Success among Women Entrepreneurs. *International Journal of Science, Strategic Management and Technology*, 02(10), 1-9. <https://doi.org/10.55041/ijssmt.v2i10.009>

License:  This article is published under the Creative Commons Attribution 4.0 International License (CC BY 4.0), permitting use, distribution, and reproduction in any medium, provided the original author(s) and source are properly credited.

ABSTRACT

The success of women entrepreneurs is influenced by their ability to understand complex business situations, organize limited resources, and remain committed to entrepreneurial goals. This study examines three selected entrepreneurial competencies—Conceptual Competency, Organizing Competency, and Commitment Competency—as determinants of Entrepreneurial Success among women entrepreneurs. A quantitative, descriptive, and analytical research design was adopted. For learning and methodological illustration, a simulated dataset representing 204 women entrepreneurs was used. Data were assumed to have been collected through a structured five-point Likert-scale questionnaire. Descriptive statistics, Cronbach's Alpha, Pearson correlation, and multiple regression analysis were employed. The simulated results indicate that all three competencies have positive and statistically significant effects on Entrepreneurial Success. Commitment Competency emerged as the strongest predictor, followed by Organizing Competency and Conceptual Competency. The model explained 53.8 percent of the variation in Entrepreneurial Success. The findings emphasize that persistence, resource coordination, analytical thinking, and problem-solving capabilities are important for strengthening the success of women entrepreneurs.

Keywords: Women Entrepreneurs, Entrepreneurial Competencies, Conceptual Competency, Organizing Competency, Commitment Competency, Entrepreneurial Success.

1. Introduction

Women entrepreneurs operate in dynamic environments that require them to make decisions under uncertainty, coordinate multiple responsibilities, mobilize resources, solve problems, and sustain effort despite setbacks. External support such as finance, infrastructure, training, and market access is important, but entrepreneurs also require internal competencies that enable them to convert available resources into successful business outcomes.

Entrepreneurial competencies represent observable and developable capabilities associated with effective entrepreneurial behaviour. This paper focuses on Conceptual, Organizing, and Commitment Competencies because together they capture three essential requirements of entrepreneurship: thinking effectively, organizing resources effectively, and persisting effectively.

Conceptual Competency concerns analytical thinking, problem solving, creativity, decision-making, understanding complex situations, and connecting information from different areas of the business. Organizing Competency refers to planning and coordinating human, financial, physical, and time resources and establishing systems that support efficient business operations. Commitment Competency represents dedication, persistence, responsibility, goal orientation, and willingness to continue entrepreneurial effort despite difficulties.

Entrepreneurial Success is treated as a multidimensional outcome reflecting satisfaction with business achievement, achievement of business goals, customer acceptance, financial progress, business continuity, reputation, and confidence in the future of the enterprise. The study therefore examines whether the selected competencies significantly explain differences in perceived entrepreneurial success among women entrepreneurs.

2. Review of Literature

Entrepreneurial competency theory proposes that successful entrepreneurial performance is associated with specific capabilities and behavioural characteristics. Bird (1995) argued that entrepreneurial competencies are related to the entrepreneur's capacity to perform tasks and roles that contribute to venture outcomes.

Man, Lau, and Chan (2002) identified several competency domains relevant to SME competitiveness, including conceptual, organizing, and commitment competencies. These domains are particularly useful for studying women entrepreneurs because small-business owners often combine strategic, operational, customer-facing, and resource-management roles within the same enterprise.

Conceptual Competency enables entrepreneurs to interpret information, diagnose problems, generate alternatives, recognize patterns, and make decisions in uncertain situations. Entrepreneurs who can understand relationships between customers, costs, competitors, operations, and market conditions may be better positioned to solve business problems and adapt to change.

Organizing Competency concerns the effective mobilization and coordination of resources. Women entrepreneurs managing small enterprises may need to allocate limited finance, schedule work, coordinate employees or family labour, manage inventory, control costs, and establish operating routines. Weak resource organization can constrain performance even when market opportunities are available.

Commitment Competency reflects persistence and sustained entrepreneurial effort. Entrepreneurship frequently involves delayed returns, customer loss, financial pressure, competitive challenges, and operational uncertainty. Commitment can support continuity of effort and goal pursuit when immediate outcomes are unfavorable.

Prior research has generally found positive links between entrepreneurial competencies and business success, but the strength of individual competency dimensions can differ. A focused examination of Conceptual, Organizing, and Commitment Competencies can therefore help identify which capabilities have the greatest contribution to success among women entrepreneurs.

3. Research Gap

- Women entrepreneurship research often concentrates on barriers, finance, motivation, and social support rather than competency-based determinants of entrepreneurial success.
- Many competency studies use broad composite measures, providing limited evidence on the relative contribution of individual competency dimensions.
- Limited empirical work jointly evaluates Conceptual, Organizing, and Commitment Competencies as determinants of Entrepreneurial Success among women entrepreneurs.
- There is a need to identify which of these selected competencies has the strongest unique influence on entrepreneurial success.

4. Objectives of the Study

1. To assess the level of selected entrepreneurial competencies among women entrepreneurs.
2. To examine Conceptual Competency among women entrepreneurs.
3. To assess Organizing Competency among women entrepreneurs.
4. To evaluate Commitment Competency among women entrepreneurs.
5. To determine the relationship between selected entrepreneurial competencies and Entrepreneurial Success.

6. To analyze the influence of Conceptual, Organizing, and Commitment Competencies on Entrepreneurial Success.

5. Hypotheses

- H₀₁: Conceptual Competency does not have a significant effect on Entrepreneurial Success among women entrepreneurs.
H₁₁: Conceptual Competency has a significant positive effect on Entrepreneurial Success among women entrepreneurs.
H₀₂: Organizing Competency does not have a significant effect on Entrepreneurial Success among women entrepreneurs.
H₁₂: Organizing Competency has a significant positive effect on Entrepreneurial Success among women entrepreneurs.
H₀₃: Commitment Competency does not have a significant effect on Entrepreneurial Success among women entrepreneurs.
H₁₃: Commitment Competency has a significant positive effect on Entrepreneurial Success among women entrepreneurs.

6. Research Methodology

6.1 Research Design

The study adopts a quantitative, descriptive, analytical, and empirical research design. The descriptive component assesses the selected competency dimensions, while the analytical component evaluates their relationships with Entrepreneurial Success. The numerical findings reported in this paper are based on a simulated dataset developed exclusively for learning and methodological illustration.

6.2 Population of the Study

The target population consists of women entrepreneurs who own or actively manage micro and small enterprises in a range of business sectors.

6.3 Sample Size

For illustrative purposes, a simulated sample of 204 women entrepreneurs was considered.

6.4 Sampling Technique

Purposive sampling was assumed. Eligible respondents were women who owned or actively managed an enterprise and had sufficient business experience to evaluate their competencies and entrepreneurial outcomes.

6.5 Data Collection

Primary data were assumed to have been collected using a structured questionnaire. Measurement statements were assessed on a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

6.6 Variables and Measurement

Independent Variables

Conceptual Competency (CC): analytical thinking, problem solving, creativity, decision-making, interpretation of complex situations, and ability to connect business information.

Organizing Competency (OGC): planning and coordination of finance, people, time, inventory, operations, and other resources required to run the enterprise effectively.

Commitment Competency (CMC): persistence, dedication, responsibility, goal orientation, resilience in pursuing business objectives, and willingness to sustain effort during difficulties.

Dependent Variable

Entrepreneurial Success (ES): achievement of business goals, financial progress, customer acceptance, business continuity, reputation, personal satisfaction with enterprise achievement, and confidence in future prospects.

7. Statistical Tools

- Frequency and percentage analysis
- Mean and standard deviation
- Cronbach's Alpha reliability analysis
- Pearson correlation analysis
- Multiple linear regression analysis

8. Results and Discussion

8.1 Demographic Profile of Respondents

Demographic Variable	Category	Frequency	Percent
Age	Below 30 years	52	25.5
Age	30–39 years	73	35.8
Age	40–49 years	51	25.0
Age	50 years and above	28	13.7
Education	Up to PUC/Diploma	39	19.1
Education	Graduate	84	41.2
Education	Postgraduate	65	31.9
Education	Others	16	7.8
Business Experience	Less than 3 years	50	24.5
Business Experience	3–5 years	66	32.4
Business Experience	6–10 years	55	27.0
Business Experience	Above 10 years	33	16.2

The simulated sample includes women entrepreneurs from varied age, education, and experience categories. Respondents aged 30–39 years formed the largest age group, graduates constituted the largest educational group, and the experience distribution included both early-stage and established entrepreneurs.

8.2 Reliability Analysis

Variable	Number of Items	Cronbach's Alpha	Reliability Status
Conceptual Competency	7	0.886	Good
Organizing Competency	7	0.904	Excellent
Commitment Competency	6	0.921	Excellent
Entrepreneurial Success	7	0.912	Excellent
Overall Instrument	27	0.938	Excellent

The measurement instrument covered four constructs using a five-point Likert scale. Cronbach's Alpha values ranged from 0.886 to 0.921, all above the 0.70 benchmark and indicating good to excellent internal consistency. Commitment

Competency recorded the highest Alpha (0.921), followed by Entrepreneurial Success (0.912), Organizing Competency (0.904), and Conceptual Competency (0.886). The overall instrument Alpha of 0.938 indicates excellent reliability and supports further statistical analysis.

8.3 Descriptive Statistics

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Conceptual Competency	204	3.83	0.65	1.71	5.00
Organizing Competency	204	3.91	0.62	1.86	5.00
Commitment Competency	204	4.08	0.59	2.00	5.00
Entrepreneurial Success	204	3.88	0.63	1.86	5.00

Commitment Competency recorded the highest mean of 4.08, indicating strong perceived dedication and persistence. Organizing Competency ranked second with a mean of 3.91, while Conceptual Competency recorded 3.83. Entrepreneurial Success obtained a favorable mean of 3.88. All values exceeded the neutral midpoint of 3.00.

8.4 Ranking of Entrepreneurial Competencies

Rank	Competency	Mean Score
1	Commitment Competency	4.08
2	Organizing Competency	3.91
3	Conceptual Competency	3.83

The ranking suggests that persistence, dedication, and goal commitment were the most strongly perceived capabilities in the simulated sample. Organizing Competency occupied the second position, while Conceptual Competency ranked third.

8.5 Correlation Analysis

Variables	CC	OGC	CMC	ES
Conceptual Competency	1			
Organizing Competency	0.497**	1		
Commitment Competency	0.458**	0.539**	1	
Entrepreneurial Success	0.558**	0.632**	0.669**	1

All selected competencies were positively and significantly correlated with Entrepreneurial Success at the 0.01 level. Commitment Competency showed the strongest relationship ($r = 0.669$), followed by Organizing Competency ($r = 0.632$) and Conceptual Competency ($r = 0.558$). Intercorrelations among the predictors were below 0.80, suggesting that severe multicollinearity was not evident.

8.6 Multiple Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	0.733	0.538	0.531	0.432	2.014

The multiple correlation coefficient of 0.733 indicates a strong positive association between the three competencies and Entrepreneurial Success. R Square of 0.538 shows that 53.8 percent of the variation in Entrepreneurial Success is jointly explained by Conceptual, Organizing, and Commitment Competencies. The adjusted R Square of 0.531 indicates that the model retains substantial explanatory power after adjustment.

ANOVA

Source	Sum Squares	df	Mean Square	F	Sig.
Regression	43.500	3	14.500	77.708	<0.001
Residual	37.320	200	0.187		
Total	80.820	203			

The ANOVA result indicates that the overall regression model is statistically significant, $F(3,200) = 77.708$, $p < 0.001$. Thus, the three competencies jointly provide a significant explanation of Entrepreneurial Success.

Regression Coefficients

Predictor	Unstandardized B	Standard Error	Standardized Beta	t-value	Sig.
Constant	0.671	0.238	—	2.819	0.005
Conceptual Competency	0.157	0.044	0.166	3.568	<0.001
Organizing Competency	0.238	0.047	0.235	5.064	<0.001
Commitment Competency	0.336	0.049	0.315	6.857	<0.001

Commitment Competency emerged as the strongest predictor of Entrepreneurial Success ($\beta = 0.315$), followed by Organizing Competency ($\beta = 0.235$) and Conceptual Competency ($\beta = 0.166$). Each predictor had a positive and statistically significant effect. The findings indicate that persistence and sustained goal commitment make the greatest unique contribution to entrepreneurial success in the simulated model.

9. Hypothesis Testing

Hypothesis	Relationship	Statistical Result	Decision
H ₁₁	Conceptual Competency → Entrepreneurial Success	$\beta = 0.166; p < 0.001$	Supported
H ₁₂	Organizing Competency → Entrepreneurial Success	$\beta = 0.235; p < 0.001$	Supported
H ₁₃	Commitment Competency → Entrepreneurial Success	$\beta = 0.315; p < 0.001$	Supported

All three alternative hypotheses are supported in the simulated analysis because their significance values are below 0.05. The corresponding null hypotheses are therefore rejected.

10. Findings of the Study

- Women entrepreneurs demonstrated favorable levels of Conceptual, Organizing, and Commitment Competencies.
- Commitment Competency recorded the highest mean score among the selected competencies.
- All three competencies were positively and significantly correlated with Entrepreneurial Success.
- Commitment Competency demonstrated the strongest correlation with Entrepreneurial Success.
- The regression model explained 53.8 percent of the variation in Entrepreneurial Success.
- Commitment Competency was the strongest predictor, followed by Organizing Competency and Conceptual Competency.
- All three alternative hypotheses were supported.

11. Implications

Women-entrepreneur development initiatives should move beyond general awareness programmes and incorporate competency-building activities. Case-based problem solving can strengthen conceptual competency; budgeting, scheduling, inventory, delegation, and workflow exercises can strengthen organizing competency; and mentoring, milestone tracking, peer accountability, and resilience-oriented support can strengthen commitment competency. Support institutions can also use competency assessments to identify areas in which individual entrepreneurs require targeted development.

12. Conclusion

The study examined Conceptual, Organizing, and Commitment Competencies as determinants of Entrepreneurial Success among women entrepreneurs. The simulated findings demonstrate that all three competencies have significant positive effects, with Commitment Competency emerging as the strongest predictor. Entrepreneurial success therefore appears to depend not only on identifying opportunities or obtaining resources but also on the ability to solve problems, coordinate resources, and sustain effort toward business goals. Future studies may use actual field data, compare sectors or stages of business development, and examine mediators such as entrepreneurial self-efficacy or innovation capability.



References

- Ahmad, N. H., Ramayah, T., Wilson, C., & Kummerow, L. (2010). Is entrepreneurial competency and business success relationship contingent upon business environment? *International Journal of Entrepreneurial Behavior & Research*, 16(3), 182–203.
- Bird, B. (1995). Toward a theory of entrepreneurial competency. *Advances in Entrepreneurship, Firm Emergence and Growth*, 2, 51–72.
- Man, T. W. Y., Lau, T., & Chan, K. F. (2002). The competitiveness of small and medium enterprises: A conceptualization with focus on entrepreneurial competencies. *Journal of Business Venturing*, 17(2), 123–142.
- Mitchelmore, S., & Rowley, J. (2010). Entrepreneurial competencies: A literature review and development agenda. *International Journal of Entrepreneurial Behavior & Research*, 16(2), 92–111.
- Mitchelmore, S., & Rowley, J. (2013). Entrepreneurial competencies of women entrepreneurs pursuing business growth. *Journal of Small Business and Enterprise Development*, 20(1), 125–142.
- Tehseen, S., & Ramayah, T. (2015). Entrepreneurial competencies and SMEs business success: The contingent role of external integration. *Mediterranean Journal of Social Sciences*, 6(1), 50–61.
- United Nations Women. (2024). Women's economic empowerment and entrepreneurship. UN Women.
- World Bank. (2024). Women, Business and the Law 2024. World Bank.