

# THE CHALLENGES OF THE WOMAN ENTREPRENEUR:

## Systematic literature review.

**Melissa Amaral, Daniela de Oliveira Massad, Gertrudes Aparecida Dandolini, Édis Mafra Lapolli**

Postgraduate Program in Engineering and Knowledge Management - PPGEKC Federal  
UFSC, Brazil

### Abstract

*Equality between men and women is an important factor to structure a fair society. Despite the gains made by the women's movement in recent years, women still suffer from inequality facing various barriers to career advancement or starting their own business. Thus, this research has as a problem the entrepreneurship by the female gender, and seeks, through a systematic literature review, answer: What are the barriers that women face in undertaking? For the selection of the articles the Scopus databases were used, which after analysis allowed to present a review of the literature that investigates and deepens the scientific reasoning regarding entrepreneurial women and the barriers faced by them, investigating the degree of theoretical consolidation that this This area of knowledge has thus broadened the universe of the panorama of the theme of the study on entrepreneurial women and the barriers they face.*

**Keywords:** woman entrepreneur, barriers to entrepreneurship, invisible barriers and glass ceiling.

### 1. Introduction

Notwithstanding the evolution and achievements of the feminist movements, equality of opportunity is still far from being equalitarian and women's capacity and collaboration are not clearly perceived in the spaces in which they travel (TORREÃO, 2007).

In the last decades, women have been gaining more participation in social, professional and political spaces. The woman has participated actively in the entrepreneurial scenario, thus contributing to the development of the country (NATIVIDADE, 2009). But even though she is in the knowledge society, and has advanced important steps in her struggle to face the barriers and break the glass ceiling, that is, invisible barriers faced by female professionals, inequality and gender bias continue, but they must be questioned and suffer even more transformations by our society (SILVEIRA; FLECK, 2017).

The entrepreneurial process comprises difficulties and obstacles in its nature, but when the woman undertakes, the difficulties and obstacles multiply. The entrepreneurial woman faces several barriers in undertaking and not just prejudice; are difficulties in accessing financial, human and social capital resources (DICKSON, 2001, NOGUERA, ALVAREZ, URBANO, 2013, ALPERSTEDT, FERREIRA, SERAFIM, 2014).

Women choose entrepreneurship as a way to enter the labor market, so they are self-fulfilling and achieve financial stability. Exercising the entrepreneurship, significant changes occur both in the personal

and professional fields, and entrepreneurs experience a sense of satisfaction and well-being (JONATHAN, 2011). In this way, it can be said that the empire empowers women and makes changes in power relations, allowing them to question their status and what was previously considered normal, acting to transform that reality, thereby increasing self-confidence (KABEER, 2011).

In view of the above, the following research question to answer is asked: What are the barriers women face in undertaking?

## **2. Methodological procedures**

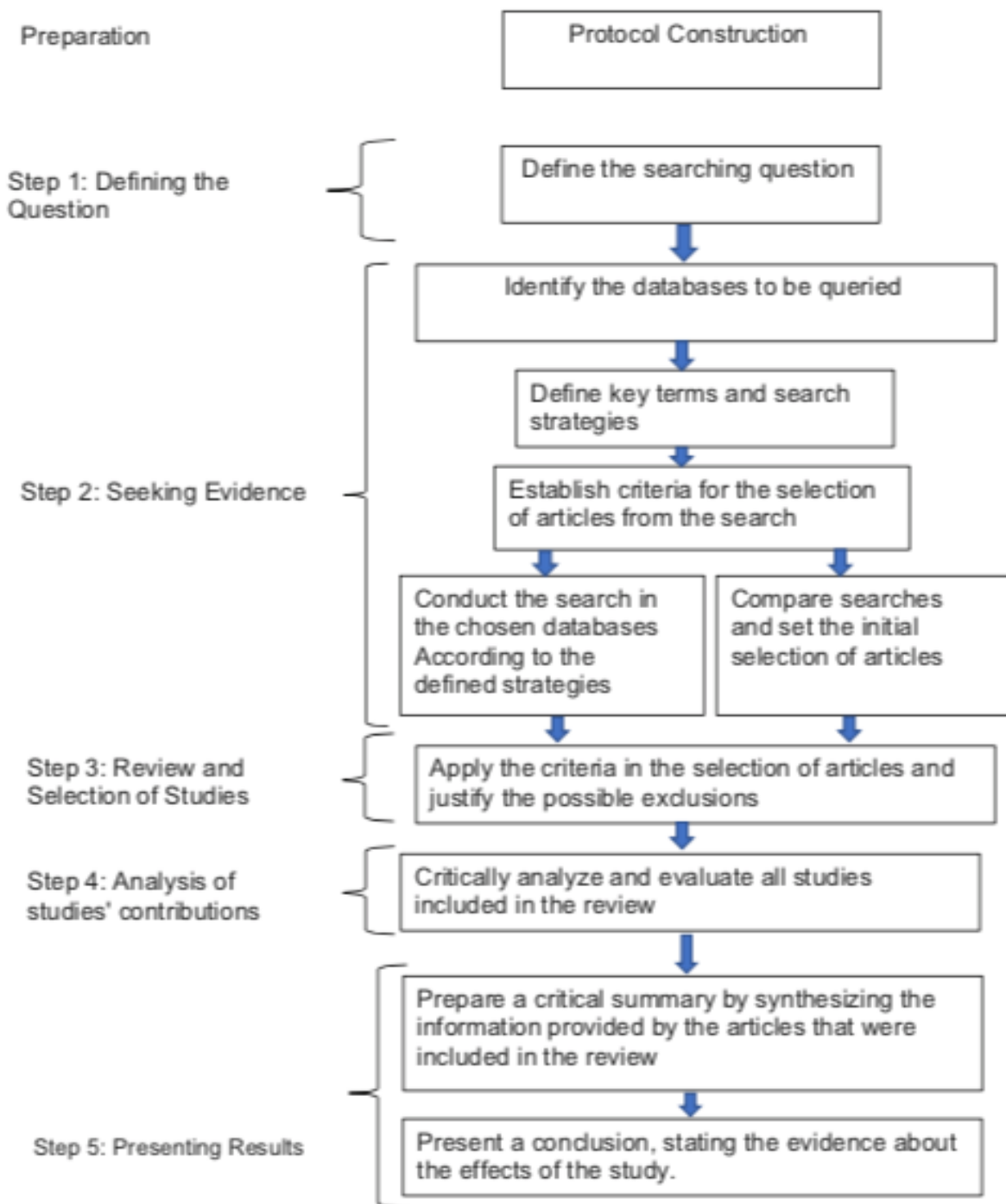
The first step in the composition of scientific knowledge is the process of systematic literature review, which requires structuring an organized synthesis with several topics that form an extensive understanding of knowledge. Through this process new theories emerge and gaps and opportunities for research on the subject are recognized.

According to Sampaio and Mancini (2007, p.79):

Systematic review, as well as other types of review studies, is a research that uses the literature on a particular topic as a data source. This type of research provides a sum of evidence related to a specific intervention strategy by applying an explicit and systematized method of research, critical appraisal and synthesis of selected information. Systematic reviews are particularly useful for integrating the information from a set of studies conducted separately on certain therapies / interventions, which may present conflicting or coincident results, as well as identify subjects that need evidence, helping to guide future investigations.

For the present systematic review, the protocol of procedures of Sampaio and Mancini (2007) was adapted as can be observed in Figure 1.

Figure 1: Systematic Literature Review Process



Source: Adapted from Sampaio and Mancini (2007)

In the process of systematic review of the literature, in the preparation phase for the construction of the protocol, the Panisson procedure protocol (2017) was used in an adapted manner, as can be observed in Table 1.

Table 1: Protocol for integrative systematic review of the literature.

|   |   |                                     |
|---|---|-------------------------------------|
| <p><b>1 QUESTION OF RESEARCH</b><br/>                 What barriers do women face in undertaking?<br/>                 1.1 COMPONENTS OF THE QUESTION OF RESEARCH:<br/>                 Entrepreneurial Woman<br/>                 Barriers to Entrepreneurship</p> |   |                                     |
| <p><b>2 SEARCH FOR RESULTS</b><br/>                 2.1 SOURCES OF INFORMATION:<br/>                 SCOPUS Database<br/>                 2.2 DEFINITION OF SEARCH TERMS:</p>   |   |                                     |
|   | <b>TERM 1</b>   | <b>TERM 2</b>                       |
| TERM  | Woman Entrepreneur  | Barriers                            |
| ALTERNATIVE TERMS OR SYNONYMS   |   | Invisible Barriers<br>Glass Ceiling |
| <p>2.3 INCLUSION / EXCLUSION CRITERIA</p>   |   |                                     |
| DATABASE  | SCOPUS  |                                     |
| SEARCHING FIELD   | Article title, abstract, keywords   |                                     |
| DOCUMENT TYPE   | All   |                                     |
| GEOGRAPHICAL AREA   | No restriction  |                                     |
| PERIOD OF TIME  | All   |                                     |
| LANGUAGE  | No restriction  |                                     |
| KNOWLEDGE AREA  | NO RESTRICTION  |                                     |
| <p>2.4 SEARCHING STRATEGY</p>   |   |                                     |
| <b>TERMS</b>  | <b>SCOPUS</b>   |                                     |
| <b>WOMAN ENTREPRENEUR (WE)</b>  | TITLE-ABS-KEY (“WOM* ENTREPRENEUR*”)  |                                     |
| <b>BARRIERS (BR)</b>  | TITLE-ABS-KEY (“BARRIERS TO ENTREPRENEUR*” OR “INVISIBLE BARRIERS” OR “GLASS CEILING”)                          |                                     |
| <b>WE + BR</b>  | TITLE-ABS-KEY (“WOM* ENTREPRENEUR*” AND “BARRIERS TO ENTREPRENEUR*” OR “INVISIBLE BARRIERS” OR “GLASS CEILING”) |                                     |

|  |
|--|
| <b>3 STUDY SELECTION</b>   |
| 3.1 TITLE OF THE WORK IS CONSISTENT WITH THE RESEARCH OBJECTIVE      |
| 3.2 CRITICAL READING OF ABSTRACT                                     |
| <b>4 ANALYSIS OF CONTRIBUTIONS</b>                                   |
| 4.1 LIST SELECTED STUDIES  |
| <b>5 PRESENTATION OF RESULTS</b>                                     |
| 5.1 ANALYSIS OF THE CONTENT AND CONTRIBUTION OF THE SELECTED STUDIES |

Source: Adapted from Panisson (2017).

After the construction of the protocol, we set out to carry out the systematic search, going through the five steps established in the process of systematic literature review.

Step 1 - Defining the research question: The research focused on the issue of female entrepreneurship and its empowerment, trying to understand how invisible barriers prevent women from undertaking. So the research question came up: What are the barriers women face in undertaking?

Step 2 - For the development of this systematic review, we chose to search the Elsevier Scopus database, because it is one of the major databases of bibliographical summaries and references of peer-reviewed scientific literature, allowing a vast vision of everything being scientifically recorded on a particular subject. It has smart tools to track, analyze and view searches. With over 69 million items, Scopus offers the most comprehensive view of global scientific output in the fields of science, technology, medicine, social sciences, and the arts and humanities (ELSEVIER, 2018).

Step 3 - Reviewing and selecting the studies: In the investigation of the assumptions that guide the research, the use of broad search strategies was previously determined for this systematic review. We chose to select for the present study the articles found in the combination of the key terms.

Step 4 - Analyzing the contributions of the studies: We analyzed the contributions of the studies for this research. This step is important to mark the field of knowledge that will be discussed, collaborating to an improvement of the critical view of the researchers and allowing the relationship between the selected scientific productions and the research theme, distinguishing the contributions to science, demonstrating the relevance of studies of the barriers that prevent women from empowering themselves with a look at entrepreneurship.

Step 5 - Presenting the results: In this step, the number of publications about the key terms used and their crosses is evidenced.

## 2.1 Conducting research in the Scopus databases

After the development of the protocol to be followed in this research, the search began in the Scopus database with the terms woman entrepreneur and barriers to entrepreneurship, invisible barriers and glass ceiling. The search strategies were extensive and the time period chosen covers all years from the registration of the first publication until 2018, there being no restriction regarding the geographic area, language, type of document or area of knowledge, having as search fields: Article Title, Abstract, Keywords.

The use of quotation marks was necessary to avoid raising individual publications and restrict the search of the term, the asterisk was used to consider all possible variations. We also used the boolean terms "AND" for the combination of terms and "OR" in the search term barriers to entrepreneurship, invisible barriers and glass ceiling with the purpose of further expanding the findings. Thus, the following constructs were reached: "wom\* entrepreneur\*", "barriers to entrepreneur" OR "invisible barriers" OR "glass ceiling" (Table 2).

Table 2: Production recorded in the Scopus database using each key term selected individually and in the combination between them.

| KEY TERMS                             | FINDINGS | % OF FINDINGS | FIRST PUBLICATION |
|---------------------------------------|----------|---------------|-------------------|
| <i>Wom* Entrepreneur* (WE)</i>        | 1247     | 45,69%        | 1984              |
| <i>Barriers of Entrepreneur* (BR)</i> | 1482     | 54,31%        | 1967              |
| <b>Total</b>                          | 2729     | 100%          | -                 |
| KEY TERMS COMBINATION                 | FINDINGS | % OF FINDINGS | FIRST PUBLICATION |
| <b>WE + BR</b>                        | 23       | 100%          | 1998              |

Source: Prepared by the authors from the Scopus database (2019).

The data showed in Table 1 provide an analysis of the scientific production demonstrating that the number of key terms is balanced. We found 54.31% of records containing the construct barriers to entrepreneur, invisible barriers, glass ceiling (BR), the first article is from Balbinet (1967) with the title *Réflexions psychosociologiques sur l'Hôpital psychiatrique et la psychothérapie institutionnelle*, it can be seen that, although the first record is still from the 1960s, it is only in 1985 that productions on this subject are beginning to grow. The term *wom\* entrepreneur\* (EP)* presented 45.69% of the results and it is observed that the first article found was that of Hisrich (1984) entitled *The Woman Entrepreneur in the United States and Puerto Rico: A Comparative Study* .

When looking at the combination of the key words *wom\* entrepreneur\* (EP)* and *barriers to entrepreneur\*, invisible barriers, glass ceiling (BR)* it can be verified that it was in 1998 that the first article covering these terms was registered.

In the investigation of the assumptions that guide the research (Step 3), the use of broad search strategies was previously determined and it is possible to observe that when the key terms are combined there is a significant reduction of the results in the combination of the two key terms, no record is found, representing that there is a possible gap in the scientific knowledge published in the Scopus database, thus determining the search strategies in these combinations in order to select all the records relevant to the present systematic review. For the systematic review it was decided to select the articles found in the combination of the key terms *wom\* entrepreneur\*, barriers to entrepreneur\* (invisible barriers and glass ceiling)*.

After selecting the 23 studies resulting from the combinations of the two constructs, we proceeded to critically evaluate the titles and abstracts obeying the criteria defined in the research protocol. For a more complete systematic review, the full article was searched for when the title was not enlightening or the abstract was not available. Table 3 presents the selected studies after the critical evaluation.

Table 3: Scientific production resulting from search strategies for review and selection of studies

| KEY TERMS | NUMBER OF RECORDS | ELIMINATED        | SELECTED  |
|-----------|-------------------|-------------------|-----------|
| WE + BR   | 23                | 12                | 11        |
|           |                   | TOTAL OF SELECTED | <b>11</b> |

Source: Prepared by the authors from the Scopus database (2019).

Of the 23 studies that were selected, we analyzed the contributions of the studies (Step 4), in which 12 were eliminated because they did not show adherence to the present systematic review, resulting in 11 selected studies. Table 4 shows the 11 selected articles that contribute to this research.

Table 4: Summary of contributions from selected studies

| AUTOR  | TITLE  | YEAR | JOURNAL  |
|--|--|------|--|
| <b>WEILER S.,<br/>BERNASEK A.</b>                  | Dodging the glass ceiling? Networks and the new wave of women entrepreneurs  | 2001 | Social Science Journal                               |
| <b>MATTIS M.C.</b>                                 | Women entrepreneurs: out from under the glass ceiling  | 2004 | Women in Management Review                           |
| <b>TAN J.</b>                                      | Breaking the "bamboo curtain" and the "glass ceiling": The experience of women entrepreneurs in high-tech industries in an emerging market | 2008 | Journal of Business Ethics                           |
| <b>MADICHIE N.</b>                                 | Breaking the glass ceiling in Nigeria: A review of women's entrepreneurship  | 2009 | Journal of African Business                          |
| <b>HEWAPATHIRANA G.I.</b>                          | The role of social identity in internationalization of women owned small businesses in Sri Lanka   | 2011 | Journal of Asia Business Studies                     |
| <b>EZZEDEEN S.R.,<br/>ZIKIC J.</b>                 | Entrepreneurial experiences of women in Canadian high technology   | 2012 | International Journal of Gender and Entrepreneurship |
| <b>AGIER I.,<br/>SZAFARZ A.</b>                    | Microfinance and Gender: Is There a Glass Ceiling on Loan Size?  | 2013 | World Development                                    |
| <b>PASCHER, U.;<br/>ROSKI, M.;<br/>HALBFAS, B.</b> | Entrepreneurial aspirations and start-up motives of women chemists in Germany  | 2015 | International Journal of Gender and Entrepreneurship |
| <b>KARAKIRE GUMA P.</b>                            | Business in the urban informal economy: barriers to women's entrepreneurship in Uganda   | 2015 | Journal of African Business                          |

|   |  |             |   |
|---|--|-------------|---|
| <p><b>GAVARA C.M.;</b><br/><b>ZARCO A.I.J.</b></p>                    | <p>The power of women business angels: Breaking the double glass ceiling that limits women’s entrepreneurial dreams</p>    | <p>2015</p> | <p>Women's Voices in Management:<br/>Identifying Innovative and Responsible Solutions</p> |
| <p><b>SHUKLA T.;</b><br/><b>CHAUHAN, G. S.;</b><br/><b>SAUMYA</b></p> | <p>Traversing the women entrepreneurship in South Asia: A journey of Indian startups through Lucite ceiling phenomenon</p> | <p>2018</p> | <p>Journal of Enterprising Communities: People and Places in the Global Economy</p>       |

Source: Prepared by the authors from the Scopus database (2019).

This step is important to mark the field of knowledge that will be explored, contributing to an improvement of the critical view of the researchers and allowing the relationship between the selected scientific productions and the research theme, distinguishing the contributions to science, demonstrating the relevance of the studies of the barriers that prevent women from looking at entrepreneurship.

As a result of this search (Step 5), we present the results, which highlights the importance of a systematic review of the literature in order to make an evidence-based research, since the databases used in the search information for the demarcation of biases on the subject in question (WILLERDING, 2015).

It is interesting to point out that the search was carried out in March 2019, where 23 articles were found in the database, of which, in compliance with the inclusion and exclusion criteria, 11 were chosen.

### 3. Results and analysis of the research

The analysis of the approach and content of the 11 selected registries was carried out regarding the adherence to the research.

Weiler and Bernasek (2001) in the publication *Dodging the glass ceiling? Networks and the new wave of women entrepreneurs*, explores the causes and results of increasing the opening of women-owned enterprises by focusing on the weaknesses of a structure that incorporates the impact of male-dominated networks, thus better explaining the situation of women in the labor market traditional and business. The study also considers possible motivations for the continued flow of women to entrepreneurship and the possible economic implications for women. As a result, considered as surprising by the authors, the low performance of women exists both in the formal market and among women entrepreneurs, and this is due to male obstruction. Even faced with seemingly greater discrimination than within companies, women continue to face self-employment, as they are willing to overcome the barriers to flexibility in order to combine career and personal life. This may imply a decrease in the economic status of these women because they are paying the price of exercising the double journey once more. The study suggests research that can go beyond the emphasis on profit thus recognizing a more complex reality of the social economy.

Mattis (2004) in *Women entrepreneurs: out from under the glass ceiling*, analyzes the increase in the incidence of women starting their business, where a representative sample of both sexes was interviewed



to understand the phenomenon of women leaving their careers to invest in their own business. The study deals with glass ceiling and other barriers faced. As a result of the research we obtained the statement that to believe that it has an entrepreneurial idea of success is the predominant motivation between men and women to open their businesses. The author's analysis focuses only on findings related to women who are business owners and who worked within a company before starting their own businesses. They are women who have a high level of formal education, are married and have had previous work experience. The most cited reasons in the survey for women to stop working in the private sector are the need for flexibility, dissatisfaction with the work environment, the existence of invisible barriers (glass ceiling) and the lack of employment challenges. These women believe that they treat employees more fairly, a more inclusive management style, more than half the respondents had a mentor when starting a business.

Tan (2008) in *Breaking the "bamboo curtain" and the "glass ceiling": The experience of women entrepreneurs in high-tech industries in an emerging market*, investigates topics concerning the lack of attention that the enterprising woman had in the academic research environment, thus limiting the understanding of entrepreneurial women in emerging markets and nontraditional industries. It compares the entrepreneurial orientations and the risk performance between men and women. There are many similarities between decision making among men but they differ from men in their willingness to take more risks and make bolder moves to gain competitive advantage. According to Tan's (2008) study, female entrepreneurs outperform their male counterparts, are more educated and have more previous work experience, as well as a husband who helped her and was also formally more educated. The author suggests future research on the influence of entrepreneurship on women's families and communities, and also investigates how this influence differs across different industries and countries, also suggests comparing and contrasting entrepreneurial women with traditional industries with the aim of gaining insight into entrepreneurship and entrepreneurship. The author also suggests future research that addresses how willingness to take risks and performance relate to entrepreneurs in industry and rural enterprises.

Madichie (2009) in the publication *Breaking the glass ceiling in Nigeria: A review of women's entrepreneurship*, suggests that one should consider the use of terms brought by other authors to "pull" or "push" women out of the corporate sector. If the term is a pulling situation, the glass ceiling loses its relevance, but if there are pressure factors, the glass ceiling may still have its relevance. The author argues that the glass ceiling phenomenon can be questioned and made unsustainable in the 21st century, with the hypothesis that the invisible barriers that hinder women from undertaking are disappearing in all regions of the world.

Hewapathirana (2009) in *The role of social identity in the internationalization of women owned small businesses in Sri Lanka*, points out the importance of favorable policies and brings a deep research to recognize and build the social identities of women as entrepreneurs. Social identities act as self-motivators for women to maintain excellence in quality standards, a positive image and to venture into innovations. In the context of the survey, which was held in Sri Lanka, people's social identities are intertwined with their organizational identities. The study found that women's social identities play a supportive role in promoting their business, both locally and internationally, the findings have implications in the political arena.

Therefore, in conclusion, the social identity of women entrepreneurs allowed them to break glass ceilings and emerge as competent entrepreneurs being able to succeed in international markets.

Ezzedeen and Zikic (2012) in the publication *Entrepreneurial experiences of women in Canadian high technology*, aim, through interviews with female entrepreneurs, to understand how entrepreneurs experience entrepreneurship in the Canadian technology sector and what barriers are imposed by the male character. Persistent gender stereotypes, a paucity of female models, resistance from associates inside and outside their organizations, and social pressures to maintain adequate levels of work-family balance were found.

Agier and Szafarz (2013) in *Microfinance and Gender: Is There a Glass Ceiling on Loan Size ?*, reveals that although most clients of microfinance institutions are female, there is an unequal treatment of credit conditions for men and women. In particular, the study highlights the "glass ceiling" effect and detects that the size of the loan amount increases disproportionately relative to the scale of the borrower's project.

Pascher, Roski, and Halbfas (2015) sought to understand, entrepreneurial women and autonomous women in relation to their educational level and area of study, and also to provide detailed knowledge about the phenomenon of autonomous women in R & D sectors, as well as the general conditions in which they are working and their opportunities to progress. It may be found that the differences between female and male chemists who have turned to the self-employed or to start a business are less pronounced than the differences between male and female founders in general. Research also shows that women chemists have high qualifications and they become entrepreneurs to flee employment within organizations, thereby breaking the glass ceiling.

The selected register of Guma (2015) explores the main barriers that prevent the development of entrepreneurship by women in the urban informal economy of Uganda. It also brings insight to a better understanding of gender barriers to entrepreneurship. As a result the study reports the barriers faced by women entrepreneurs, such as those resulting from recent political instability and economic recession, lack of access to finance, multiple responsibilities that women assume, cultural and social practices, immigration laws, unfavorable competition, management inadequate and lack of marketing skills, reputation abroad and insufficient fiscal policies. The study brought to light, extra barriers, which appear to be specific to the context of the article, such as immigration laws and barriers to international trade. The article understands that there is a need for future research comparing men and women with regard to barriers to entrepreneurship focusing on gender difference.

Gavara and Zarco (2015) in *The power of women business angels: Breaking the double glass ceiling of women entrepreneurial dreams*, they argue that even in the 21st century women are still engaged in the struggle for gender inequality in terms of remuneration and access to positions. In recent years, women are more prepared than ever before, but they continue to demand greater economic incentives and to claim CEO roles, even in international companies. For some groups of women this situation is even worse especially in developing countries, even these women being the only source of income for the household. As a conclusion, the article brings the barriers faced by women such as the difficulty of access to credit and end up having greater difficulties to undertake due to the double journey they face. To address these barriers, women join in partnerships that have activities based on four pillars: education, participation in

events, collaboration with organizations and institutions, and guidance. These associations have some successful programs done by the community and the community, which are designed to provide financial support and training in the basic skills needed to run a business.

The selected record of Shukla, Chauhan, and Saumya (2018) explores the barriers faced by women to undertake and understand the impact of these factors on the marginalization of women in the context of the startups the light of the Lucite ceiling effect which is defined by Shukla, Chauhan and Saumya (2018, p.53) as:

Lucite ceiling is a transparent ceiling made of solid unbreakable Lucite, rather than just glass, and is used to depict the double discrimination and inequality experienced by women. We may term the situation of women in a new venture setting as the “Lucite ceiling” phenomenon. Lucite is a transparent glass-like structure, differing only in the fact that it is extremely hard to break and may be termed as almost unbreakable. The Lucite ceiling effect is different from the much-discussed glass ceiling effect, which is seen in corporate and academic settings. Lucite ceiling is extremely difficult and seemingly impossible to overcome in the with the current set of factors influencing key situations.

The findings can be used to improve the status of women entrepreneurs and encourage the relationship with the ecosystem. We present a model that was proposed based on extrinsic and intrinsic factors that lead to the Lucite ceiling phenomenon. The article brings as causes from the pressure of the family to the fulfillment of relevant requirements, such as the financing of the enterprise. As a conclusion, it may be noted that even in identical scenarios, women receive smaller offers of loans at the time of starting their business than men. Women often face undue psychological pressure not to feel inferior and to be considered equal when it comes to equal pay, the balance between personal and professional spheres. Women who lead companies face difficulties in maintaining authority over male employees. One of the major reasons for the low female representation in entrepreneurship is the stereotype that women do not achieve efficiency, reliability and general knowledge and skills, and when they have to choose between work and family, the belief is that the woman chooses the family.

Another finding of Shukla, Chauhan and Saumya's (2018) research is the issue of time, because when work is done in an inappropriate schedule it can jeopardize the double journey, that is, the work at home is impaired, or also in case of woman having to walk late at night in more insecure areas. Women are also deferred in the case of jobs that require physical strength because their biotype is less able to cope with physical tension. As a suggestion for the startups ecosystem to be more conducive to women entrepreneurs, the author has the following recommendations: to familiarize girls with the possibility of entrepreneurship, to incorporate the culture of early startups, and to exist the possibility of incubating startups inside institutions of higher education , structure an even stronger policy regime, build quality infrastructure and support legal framework.

It can be observed in Table 5 that the most cited barriers faced in the articles studied are, in order: the existence and necessity of facing the glass roof, difficulty accessing credit and the problems caused by the double journey faced by women to to undertake. It was observed during the analysis of articles that the lack of policies favorable to women entrepreneurs and cultural, social and religious barriers are also obstacles

faced by women entrepreneurs, as well as lack of flexibility, male obstruction and lack of self-confidence, self-knowledge, in short the lack of women's empowerment.

Table 5: Barriers faced by women to undertake found in the articles studied in the systematic review.

| <b>BARRIERS</b>                                    | <b>FINDINGS</b> | <b>AUTORS</b>   |
|--|-----------------|---|
| GLASS CEILING                                      | 9               | WEILER; BERNASEK, 2001; MATTIS, 2004; MADICHIE, 2009; HEWAPATHIRANA, 2011; AGIER; SZAFARZ, 2013; PASCHER; ROSKI; HALBFAS, 2015; KARAKIRE GUMA, 2015; GAVARA; ZARCO, 2016; SHUKLA; CHAUHAN; SAUMYA, 2018 |
| DIFFICULTY OF ACCESS TO CREDIT                     | 3               | AGIER; SZAFARZ, 2013; KARAKIRE GUMA, 2015; SHUKLA; CHAUHAN; SAUMYA, 2018  |
| DOUBLE JOURNEY/ CONFLICTS FAMILY-WORK              | 3               | WEILER; BERNASEK, 2001; EZZEDEEN; ZIKIC, 2012; SHUKLA; CHAUHAN; SAUMYA, 2018  |
| LACK OF FLEXIBILITY                                | 3               | WEILER; BERNASEK, 2001; MATTIS, 2004; SHUKLA; CHAUHAN; SAUMYA, 2018   |
| LACK OF FAVORABLE PUBLIC POLICIES                  | 2               | HEWAPATHIRANA, 2011; SHUKLA; CHAUHAN; SAUMYA, 2018  |
| MALE OBSTRUCTION                                   | 2               | WEILER ; BERNASEK, 2001; EZZEDEEN; ZIKIC, 2012  |
| LACK OF EMPOWERMENT/SELF-AWARENESS/SELF-CONFIDENCE | 1               | HEWAPATHIRANA, 2011   |
| LUCITE CEILING                                     | 1               | SHUKLA; CHAUHAN; SAUMYA, 2018   |

Source: Prepared by the authors (2019).

In the studies researched in the systematic review it can be verified that women entrepreneurs tend to have a higher level of formal education (MATTIS, 2004; MADICHIE, 2009; PASCHER; ROSKI; HALBFAS, 2015) and some resort to mentors, who can be professional mentors or even their husbands (MATTIS, 2004, TAN, 2008). It has also been observed in some studies that women entrepreneurs tend to practice more inclusive management with more open and participative communication, showing more care with the other. It is important to emphasize the importance of the empowerment of women to self-knowledge, achieving self-confidence to face the various barriers when women are willing to undertake.

## 4. Conclusions

The process of performing the systematic review for the present research allowed a view of the scientific productions on the studied subjects, being important to position the researcher and to show the state of the art regarding the researched subject.

With the present research, it was possible to perceive the relevance of the study on the entrepreneurial woman and the barriers that impede the entrepreneurship (invisible barriers and glass ceiling). In surveys where key terms, including asterisks and Boolean operators, have been combined, the focus of research has actually been achieved, ie what barriers women face in undertaking. Thus, we highlight the contributions that this study brings to the advancement in research on entrepreneurial women and the barriers faced.

The barriers that women find most during the journey to entrepreneurship are: the existence and necessity of facing the glass ceiling and the lucite ceiling; the lack of public policies favorable to women entrepreneurs; poor access to credit, low self-confidence and self-knowledge, which are one of the reasons for women's lack of empowerment; and the problems caused by the double journey faced by women in undertaking. Cultural, social and religious barriers are also obstacles faced by women entrepreneurs, as well as the lack of flexibility and male obstruction.

It can be verified in the study that entrepreneurial women tend to have a higher level of formal education and some resort to mentors, who may be professional mentors or even their husbands. It was also observed that women entrepreneurs tend to practice more inclusive management with more open and participatory communication, showing more care with the other.

It is understood that, despite the many advances already made, the woman still faces obstacles both external and internal to be able to undertake. It could be observed that even though the frequency of studies on the subject has increased in the last five years, the number of findings is small, which proves not only the scarcity of literature related to the subject and the novelty, but also the need for to seek other sources of research as a complement to the study, thus reinforcing the need for new research exploring this theme.

## 5. References

- AGIER, I; SZARFARZ, A. "Microfinance and Gender: Is There a Glass Ceiling on Loan Size?", World Development Vol. 42, 2013, pp. 165–181.
- ALPERSTEDT, G. D.; FERREIRA, J. B.; SERAFIM, M. C. "Empreendedorismo Feminino: dificuldades relatadas em histórias de vida", Revista Ciências da Administração. v. 16, n. 40, 2014, p. 221-234.
- BEARD, M. Mulheres e poder: um manifesto, Planeta Brasil, São Paulo, 2018.
- BOTELHO, L. L. R.; CUNHA, C. C. de A.; MACEDO, M. "O método da revisão integrativa nos estudos organizacionais", Revista Eletrônica Gestão e Sociedade, Belo Horizonte, v. 5, n. 11, mai/ago. 2011, p.121-136.
- CORNWALL, A.; RIVAS, A. "From 'gender equality and 'women's empowerment' to global justice: reclaiming a transformative agenda for gender and development", Third World Quarterly, 36:2, 2015, pp. 396-415.
- DICKSON, A. Mulheres no trabalho. Globo, Porto Alegre, 2001.

DIGAN, S. P.; SAHI, G. K.; MANTOK, S.; PATEL, P. C. “Women’s Perceived Empowerment in Entrepreneurial Efforts: The Role of Bricolage and Psychological Capital”, *Journal of Small Business Management*, 2019, pp. 206–229 .

EISLER, R. *O Cálice e a Espada: nosso passado, nosso futuro*. Palas Athena, São Paulo, 2007.

ELSEVIER, 2017, Scopus Content Coverage Guide, Disponível em: [https://www.elsevier.com/\\_data/assets/pdf\\_file/0007/69451/0597-Scopus-Content-Coverage-Guide-US-LETTER-v4-HI-singles-no-ticks.pdf](https://www.elsevier.com/_data/assets/pdf_file/0007/69451/0597-Scopus-Content-Coverage-Guide-US-LETTER-v4-HI-singles-no-ticks.pdf), acessado em: 31 de outubro de 2018.

EZZEDEEN, S. R.; ZIKIC, J. “Entrepreneurial experiences of women in Canadian high technology”, *International Journal of Gender and Entrepreneurship*, Vol. 4, Issue: 1, 2012, pp.44-64, 2012.

GAVARA, C. M.; ZARCO, A. I. J.; “The Power of Women Business Angels: Breaking the Double Glass Ceiling That Limits Women’s Entrepreneurial Dreams”, *Women’s Voices in Management*, 2015, p. 236-256 . 2

GUEDES, V. L. S.; BORSCHIVER, S. Bibliometria: uma ferramenta estatística para a gestão da informação e do conhecimento, em sistemas de informação, de comunicação e de avaliação científica e tecnológica. In: Encontro Nacional de Ciência da Informação. UFBA, Salvador, 2006. v.6. p.1-18. Disponível em [http://www.cinformanteriores.ufba.br/vi\\_anais/docs/VaniaLSGuedes.pdf](http://www.cinformanteriores.ufba.br/vi_anais/docs/VaniaLSGuedes.pdf). Acesso em 09 de nov. 2018.

GUMA, P. K. (Prince Karakire Guma) (2015) Business in the urban informal economy: barriers to women’s entrepreneurship in Uganda, *Journal of African Business*, 16:3, 305-321, DOI: 10.1080/15228916.2015.1081025

HEWAPATHIRANA, G. I. The role of social identity in internationalization of women-owned small businesses in Sri Lanka, *Journal of Asia Business Studies*, Vol. 5 Issue: 2, p. 172-193. Emerald Group Publishing Limited, 2011.

JONATHAN, E. G. Mulheres empreendedoras: o desafio da escolha do empreendedorismo e o exercício do poder. *Psic. Clin.*, Rio de Janeiro, vol.23, n.1, p.65 – 85, 2011.

KABEER, N. (2011). Between Affiliation and Autonomy: Navigating Pathways of Women's Empowerment and Gender Justice in Rural Bangladesh. *Development and change*. 42. 499-528. 10.1111/j.1467-7660.2011.01703.x.

MADICHIE, N. O. Breaking the Glass Ceiling in Nigeria: A Review of Women’s Entrepreneurship. *Journal of African Business*, 10:51–66, 2009 Copyright # Taylor & Francis Group, LLC ISSN: 1522-8916 print=1522-9076 online DOI: 10.1080/15228910802701361.

MATTIS, M. C. Women entrepreneurs: out from under the glass ceiling. *Women in Management Review*. Volume 19, Number 3, p. 154-163. Emerald Group Publishing Limited, 2004.

MURARO, R. M. *in* KRAMER, K.; SPRENGER, J. *Malleus Maleficarum*. (1487) Tradução: Paulo Fróes; Rose Marie Muraro; Carlos Byington. 4ª ed. Rio de Janeiro, 2018.

NATIVIDADE, D. R. da. Empreendedorismo feminino no Brasil: políticas públicas sob análise. *Rev. Adm. Pública*, Rio de Janeiro , v. 43, n. 1, p. 231-256, 2009 . Disponível em: [http://www.scielo.br/scielo.php?script=sci\\_arttext&pid=S003476122009000100011&lng=en&nrm=iso](http://www.scielo.br/scielo.php?script=sci_arttext&pid=S003476122009000100011&lng=en&nrm=iso). Acessado em: 28 de Novembro de 2018. <http://dx.doi.org/10.1590/S0034-76122009000100011>.

- NOGUERA, M.; ALVAREZ, C.; URBANO, D. *Socio-cultural factors and female entrepreneurship*. Spriger Science+Business Media New York, USA, 2013.
- PAGLIA, C. *Personas Sexuais: Arte e Decadência de Nefertite a Emily Dickinson*. São Paulo: Companhia das Letras. 1992.
- PANISSON, C. *Políticas Públicas que Subsidiaram o Desenvolvimento de Empresas de Base Tecnológica: um estudo de multicascos*. Dissertação. Programa de Pós-graduação em Engenharia e Gestão do Conhecimento da Universidade Federal de Santa Catarina. Florianópolis. 2017.
- PASCHER, U.; ROSKI, M.; HALBFAS, B. Entrepreneurial aspirations and start-up motives of women chemists in Germany, *International Journal of Gender and Entrepreneurship*, Vol. 7 Issue: 3, pp.272-290. 2015.
- SAMPAIO, R. F.; MANCINI M. C. Estudos de revisão sistemática: um guia para síntese criteriosa da evidência científica. *Revista brasileira de fisioterapia*, v. 11, n. 1, p. 83-89, 2007. Disponível em: <<http://www.scielo.br/pdf/rbfis/v11n1/12.pdf>>. Acesso em 25 set. 2018.
- SHUKLA, T.; CHAUHAN, G. S.; SAUMYA. Traversing the women entrepreneurship in South Asia: A journey of Indian startups through Lucite ceiling phenomenon, *Journal of Enterprising Communities: People and Places in the Global Economy*, Vol. 12 Issue: 1, pp.50-66. 2018.
- SILVEIRA, J. C. ; FLECK, C. F. Forte como... Uma mulher: uma análise dos desafios enfrentados pelas mulheres no mercado de trabalho. Universidade Federal do Pampa. Campus Santana do Livramento. Graduação em Administração. Trabalho de Curso. 2017.
- SUDARMANTI, R.; VAN BAUWEL, S.; LONGMAN, C. Women's Empowerment: Examining Leadership Communication of Women Entrepreneurs in Indonesia and The Usa. *Jurnal Komunikasi Malaysian Journal of Communication* Jilid 31(1) 2015: 153-170. 2015.
- TAN, J. Breaking the “Bamboo Curtain” and the “Glass Ceiling”: The Experience of Women Entrepreneurs in High-Tech Industries in an Emerging Market *Journal of Business Ethics* (2008) 80:547–564 DOI 10.1007/s10551-007-9454-9 .
- TORREÃO, N. A Liderança Feminina No Desenvolvimento Sustentável. v. 7. *Revista Artémis*. p. 101-121. 2007.
- WEILER, S.; BERNASEK, A. Dodging the glass ceiling? Networks and the new wave of women entrepreneurs. *The Social Science Journal* 38 p. 85–103. Elsevier, 2001.
- WILLERDING, I. A. Vieira. *Arquétipo para o Compartilhamento do Conhecimento à Luz da Estética Organizacional e da Gestão Empreendedora*. Tese. Programa de Pós-graduação em Engenharia e Gestão do Conhecimento da Universidade Federal de Santa Catarina. Florianópolis. 2015.

### **Copyright Disclaimer**

Copyright for this article is retained by the author(s), with first publication rights granted to the journal. This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>).