
CHAPTER - III

Methodology

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The present study is aimed at assessing the attributes, skills, innovation and role stress among entrepreneurs.

Entrepreneurial Attributes:

Entrepreneurial attributes is an object closely associated with the thought of as belonging to a specific person thing or office. In philosophy, the word attributes means a quality, intrinsic, inherent naturally belonging to a thing or person. A study of entrepreneurial attributes deals with an analysis of various qualities or traits which direct an entrepreneurial role.

Entrepreneurial attributes will have a considerable influence on the development of an economy. The main attributes according to Dennis M. Ray (1993) are:

1. Moderate risk taking.
2. Internal Locus of control.
3. Need for achievement.
4. Information seeking.

Now for the present study, we have taken the attributes of perceived control.

Locus of Control:

Rotler (1966) introduced the internal-external (I.E.) scale as a measure of individual differences in the generalised belief that a person can control his own destiny.

Internals: Who believe that they control what happens to them.

Externals: Who believe that what happens to them is controlled by outside forces such as luck or chance.

Entrepreneurial skill:

Skill that will enable us to manage people actively and are most critical organisational resources. The main skills according to Carl R. Anderson (1984) are:

1. Decision making skill.
2. Inter personal relation skill, and
3. Objective and goal setting skills.

The study has been covered.

1. **Inter personal relation skills:**

Interpersonal relation skills describe the ability to influence the thinking and behaviour of others through interpersonal communications. Speaking, writing, listening, presenting, persuading, sympathising, empathising and sensing peoples' feelings are all interpersonal skills.

Enterprising Innovativeness:

Innovation as a crucial hallmark of entrepreneurship. Modernisation of technology is possible with modernisation of mind. Entrepreneurs innovate. Innovation is the specific instrument of entrepreneurship. It is the act that endows resources with a new capacity to create wealth. Innovation indeed creates a resources.

The following innovational areas were taken for the present study:

1. The introduction of new goods.
2. The introduction of new method of production.
3. The opening of new market, and
4. The conquest of a new source of supply of raw materials or semi manufactured goods.

Entrepreneurial role stress:

Stress can be defined as pressure or the demand on the system where available resources are not adequate to cope with. Nevertheless stress can not only be imposed by external demands but can also be generated from within by our hopes, fears, expectations and beliefs. Of course, what is stressful to one person may be a refreshing challenge to another, depending upon his perception of the situation as well as his perception of his ability to cope with that situation. The factors like external demands and internal needs and values, personal coping resources and external resources or support and the proper balance between

each of them will determine whether a particular situation will be tackled with mental, conditional, physical or behavioural components.

The following entrepreneurial role stress areas were taken for the present study:

1. Achievement need related stress:
 - a) Challenge stress.
 - b) Self role distance.
 - c) Role over load.

2. Power need related stress:
 - a) Role inadequacy.
 - b) Resource inadequacy.
 - c) Result inadequacy.

3. Extension / Affiliation need related Stress:
 - a) Role irrelevance.
 - b) Inter-role distance.
 - c) Role isolation.

Entrepreneurs: Meaning.

According to Joseph A.Schumpeter (1939:103) "The key individuals in development are the entrepreneurs who are an especially, motivated and talented class of people, They force the potentially profitable opportunity and try to exploit it."

Operational definition:

The present study of entrepreneurs who initiate or organise, manage and control the affairs of a business unit, that combine the factors of production to supply goods and services and it pertains to industrial activities.

Statement of the Problem:

The statement of the present investigation is: Attributes, skills, innovation and role stress among entrepreneurs.

The idea of the present study to assess the entrepreneurial attributes of an entrepreneur and to identify the skills, innovative ability and to assess the entrepreneurial role stress.

Objectives of the study:

The rational of the present study is to assess the attributes and finding the skills, identifying innovative ability and to assess role stress of entrepreneurs.

The following are the objectives of the study:

1. To assess the entrepreneurial attributes of an entrepreneur.
2. To identify the skills of an entrepreneur.
3. To find out the innovative ability of the entrepreneurs.
4. To assess the role stress among entrepreneurs.

5. To evaluate the various dimensions of entrepreneurial role stress such as, self role-distance, inter role distance, role isolation , challenge stress, role overload, result in adequacy, role irrelevance, resource inadequacy and role inadequacy perceived by the entrepreneurs.

HYPOTHESES:

Based on the above objectives, the following hypotheses were formed:

1. Role stress differs between internals and externals (Attributes) of an entrepreneur.
2. Interpersonal relation skill differs between internal and external locus of control among the entrepreneurs.
3. There is variation of innovative ability between internal and external locus of control of an entrepreneur.
4. The impact of education influence the innovativeness among the entrepreneurs.

RESEARCH TOOLS:

1) Entrepreneurial Attributes:

For the present study of entrepreneurial attributes, the "External and Internal Locus of control developed by Julion B.

Rotler (1971) was used. There are ten statements, for each statement one point for the correct choice.

2] Inter personal relation skill:

The entrepreneurial skill is rated through a statement containing seven statement, for each statement there are four choices, say, A,B,C, and D. The entrepreneurs are asked to mark "X" only for each skill. It was developed by Tom Bailley (1989)

3] Enterprise Innovativeness:

To assess the innovativeness, a checklist was used. This is based on three point scales, which is developed by Manimala M.J. (1992). The researcher's bias was easier to test. Two random samples were selected from 138 cases and were rated by two independent raters. The correlation between the ratings of the first rater and those of the researcher was 0.94 and that between those of the second rater and the researcher was 0.91. Thus the Judgement of the researcher was shown to be relatively free of bias.

4] Entrepreneurial role stress:

ERS scale developed by Surti (1982) is a self administered instrument.

This is based on "Five point likert scale". The entrepreneurial role stress scale consists of 9 dimensions such as self role distance, inter role distance, role isolation, challenge stress, role overload, result inadequacy, role irrelevance, resource

inadequacy and role inadequacy. A brief description of different dimensions is as follows:

1. Self Role Distance:

When an entrepreneur does not enjoy his entrepreneurial role, or is not involved in it, we say that he is experiencing self role distance. Self role distance may also be experienced when the entrepreneur feels that his strength, his expertise and his training are not being properly used in the entrepreneurial role.

2. Inter-role distance:

An entrepreneur occupies more than one role in his daily life. The entrepreneurial role is the main role. This role may conflict with other roles. Entrepreneurs frequently experience this stress and sometimes pay a high price for it.

3. Role Isolation:

Entrepreneurs may feel that there is no one with whom they can share their business problems, ideas, schemes etc, which may produce this type of stress. Role stress has damaging effects.

4. Challenge Stress:

An entrepreneur not only faces challenges, but also looks for them, and even creates them. An entrepreneur may however feel the stress of the challenge - taking risks, entering a new and

untried field competing with others; these may bother him and produce some apprehensions.

5. Role Overload:

Role overload is experienced when persons feel that they have too much work to do, and that the amount of work they have to do interferes with the quality of their work. The more one gets involved in business and its expansion, the more one is likely to experience this stress.

6. Result inadequacy:

Result inadequacy experienced may be lack of control over results - Products manufactured, or marketing of the products. An entrepreneur may be bothered by a feeling that he is not able to achieve the results according to his plans.

7. Role Irrelevance:

Entrepreneurs also feel the need to be relevant to society, to people around them. If they feel that they are not doing enough to show concerns for others, or are not being helpful to others. They may generally be bothered about the lack of their relevance to society.

8. Resource inadequacy:

An entrepreneur may feel that he lacks adequate resources to be successful. These resources are generally finance, raw

materials, machinery and technical and competent people. This stress is called resource inadequacy.

9. Role Inadequacy:

If an entrepreneur is bothered that, his impact or effectiveness is lacking because of his lack of relevant knowledge, inadequate training to cope with problems of business, lack of needed information, etc., he will experience this kind of stress.

ERS scale was used by Surti to study role stress among women entrepreneurs in India. Values of correlation of all nine stresses with the total entrepreneurial role stresses were found significant at 0.001 level. This may be taken as an indicator of the internal consistency of the instrument.

Surti's inter-correlation matrix showed two clear clusters of power and extension/affiliation. The three components in power (role-inadequacy) had inter-correlations significant at 0.01 level. Similarly, the components of extension/affiliation (role irrelevance, inter role distance, role isolation) had inter correlations significant at 0.01 level. However, achievement motivation related stress did not show up a cluster, having correlations significant at 0.01 level with all the three components, of power-related stresses. The other stresses (challenge stress and role over load stress). With inter-correlations significant to 0.05 level correlated with the

components of extension / affiliation related stresses. This may be interpreted as partial construct validity of the instrument.

Administration and scoring:

The questionnaires were directly given to the entrepreneurs from GADAG, HUBLI and BANGALORE in Karnatak state. The instructions were given in the questionnaire itself. Since some entrepreneurs were not well versed in English language, the researcher personally explained the meaning of certain statements of the scale.

1. Entrepreneurial Scoring:

The entrepreneurial attributes questionnaire was formed in choice format design to ensure entrepreneurs locus of control. There are ten statements for each 1 point for correct choice. The responses were taken in a separate answer sheet for scoring. The maximum score for High internal locus of control will be 8-10 points and 4 or less High external Locus of control.

2. Inter personal relation skill:

Interpersonal relation skill questionnaire was administered along with the locus of control questionnaire. In inter personal relation skill questionnaire, there were seven statements. For each statement four choices A,B,C, and D are framed. The entrepreneurs (respondents) were asked to mark X only for each statement which was more acceptable to him. The responses were taken in a separate answer sheet for scoring. The maximum score

for skill will be 5 - 7 A and B rating indicates good interpersonal skill; 3 - 4 A and B rating indicates mediocre interpersonal relation skill; and 2 or less A and B rating indicates poor interpersonal skill.

3. Enterprise Innovativeness scale:

Enterprise Innovativeness scale was framed on three point scale; YES, DOUBTFUL and NO. The cases were rated on point scale in such a way that, if an enterprise is judged to have undertaken a particular type of innovation it receives a score of three, if not a score of one, and in doubtful case a score of two as assigned. The minimum innovativeness score on the scale is 10, indicating lack of innovativeness, and the maximum score is 30 which indicates a very high degree of innovativeness.

4. Entrepreneurial Role Stress Scale:

Entrepreneurial role stress scale was framed on Five Point Likert Scale; Hardly or never, occasionally - sometimes - often - and more often or always for the responses. The instrument has an accompanying scoring sheet. The responses are rated from a five point Likert scale, that indicates how descriptive a particular statement of the respondent is. The scores range from a minimum 3 to a maximum of 15 for each stress. The total score would range from 27 to 135. The rows are to be totalled to yield a total score. Usually a score between 10 and 15 may be regarded as a high score.

All the respondents extended their full cooperation in data collection.

Samples:

Samples were drawn from Gadag, Hubli and Bangalore cities of Karnataka State. The samples were collected from industrial entrepreneurs. The samples consisted of 80 industrial entrepreneurs. Out of the total 80 samples 64 samples were collected from Gadag, who are undertaking their entrepreneurial work in Gadag Co-operative industrial estate with different industrial activities. And 10 samples were collected from industrial estate Hubli. Remaining 6 samples were collected from Bangalore city by the researcher. *Hubli & Bangalore Industrial entrepreneurs to whom I was contacted personally*

Statistical Analysis:

Entrepreneurs of Gadag, Hubli and Bangalore city's of Karnataka state were the samples. The raw data was analysed by the researcher. The mean, standard deviation and 't' score were tabulated on each, say, Attributes, skills, Innovativeness and Role Stress, projected by internal and externals. Mean, and standard deviation of role stress dimensions were also tabulated by the researcher.

Summary:

The objective of the present study is to assess the entrepreneurial attributes, skills, innovation and role stress among entrepreneurs.

The study covers the external and internal locus of control, interpersonal skill, and enterprising innovativeness and entrepreneurial role stress areas such as, self role distance, inter role distance, role isolation challenge stress, role overload, result inadequacy, role irrelevance, resource inadequacy and role inadequacy.

For collecting the data, the researcher used the external and internal locus of control Questionnaire, Enterprise innovativeness scale, Interpersonal relation skill questionnaire and entrepreneurial role stress scale. The external and internal locus of control (Attributes) was in a choice format, for each right choice a score of 1 point. For interpersonal relation skill questionnaire in a statement form with choice answers.

For the enterprise innovativeness and entrepreneurial role stress scales, a three point scale and five point Likert scales, a three point scale and five point Likert scale were used respectively.

The researcher has collected the samples from various entrepreneurs of Gadag, Hubli and Bangalore cities of Karnatak State.

The collected data were analysed by the researcher, the mean, standard deviation and 't' score on each i.e., attributes, skills, innovation and role stress. Mean and standard deviation of role stress dimensions and Innovative dimensions were also tabulated by the researcher.

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