
CHAPTER 5
FINDINGS, SUGGESTIONS AND CONCLUSION

5.1	Introduction
5.2	Findings
5.3	Suggestions
5.4	Conclusion

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FINDINGS AND CONCLUSION

5.1 Introduction:

This chapter presents findings based on the data analysis. Conclusion is based on findings and overall observations during the study.

5.2 Findings:

5.2.1 Findings on Entrepreneurs Opinion

1. Around 35.42 % of sample entrepreneurs belong to age group of 25-35 years and around rest 60% belongs to age of 35 years and more. This conveys the mix of young and adult age group of entrepreneurs.(Refer Table No. 4.2.1)
2. Around 52.08% of sample entrepreneurs found to have engineering degree and around 25% are either engineering diploma or have done ITI. Rest 23% are mare SSC to graduation i.e. non technical educational background. Technocrats are found to have more inclination towards entrepreneurship. (Refer Table No. 4.2.2)
3. Sample entrepreneurs experience is of nearly, one third of samples are up to 10 years. This scenario indicates that samples prefer to start their carrier as entrepreneur by entering in the small scale industries with moderate or less risk. (Refer Table No. 4.2.3)
4. It has found that majority of sample entrepreneurs are second generation entrepreneurs with amount to 81% of total samples. (Refer Table No. 4.2.4)
5. Opinions of entrepreneurs were taken from entrepreneurs having reasonable experience since only 20.83% of sample enterprises have age below five years and around 40% enterprises enjoyed a decades of age. Majority in the options i.e. 37.50% sample enterprises age is between 6-10 years. (Refer Table No. 4.2.5)
6. Parents have found to be source of inspiration towards entrepreneurship as a career opined by 42% sample entrepreneurs. This might have give rise to second generation entrepreneurship. Around 31% samples found to be self motivated and struck entrepreneurship as their goal. Surprisingly employers found to play role in motivating entrepreneurship this might be in a way to develop intrapreneurs leads to entrepreneurship or employer as an ideal role model striving towards entrepreneurship. (Refer Table No. 4.2.6)
7. From the opinion of sample entrepreneurs towards their leadership style it has concluded that sample entrepreneurs spread over all the three leadership styles i.e. risk taking style, innovative style and proactive style. Majority sample i.e. 71

inclined to proactive leadership style followed by 43 are risk taking and rest 18 are innovative style. (Refer Table No. 4.2.8)

5.2.2 Findings on Employee Opinion

8. Around 54.86 of sample entrepreneurs belongs to age group of 25-35 years and around rest 23% belongs to age of less than 25 yrs and 21 % are from 35 years and more. This conveys the mix of young and adult age group of entrepreneurs. (Refer Table No. 4.3.1)
9. Around 78.82% of sample employees found to have SSC and around 19% are either Graduation or have done ITI. Rest only 2.43% are mere Engineering Degree/ Diploma. (Refer Table No. 4.3.2)
10. Sample employee experience is of nearly, one third of samples are up to 10 years. (Refer Table No. 4.3.3)
11. Around 82.64% Majority of workforce in the small scale industry possess experience less than 10 years. (Refer Table No. 4.3.4)
12. From the opinion of sample employee towards their leadership style it has concluded that sample entrepreneurs spread over all the three leadership styles i.e. risk taking style, innovative style and proactive style. Majority sample i.e. 68 inclined to proactive leadership style followed by 5 are risk taking and rest 15 are innovative style. (Refer Table No. 4.3.6)
13. The eight parameters taken to assess the quality of work life in sample organisation from the view point of sample employees found to be satisfied since the mean satisfaction score ranges from 3.56 to 4.70 with a standard deviation ranges from 0.52 to 0.80. (Refer Table No. 4.3.7)

5.2.3 Findings on Entrepreneurs Opinion regarding Organisation Performance

14. Small scale units found to focus on manufacturing only one product instead to have multiple products. Very few units i.e. 1.39% and 2.78% have found to produce more than four products and three products respectively. Majority i.e. 84.03% units indulge in manufacturing one product and that is preferably job work. (Refer Table No. 4.4.1)
15. The small scale engineering industry in India is acting as an ancillary to corporate. Majority SSI indulging in job work which is nature as sub contracting to OE manufacturing and 32% of sample units found to be OE manufacturer to corporate. (Refer Table No. 4.4.2)

16. Around 82% sample units are assisted by white collared employees for administration whereas only 18% units are administratively managed by entrepreneurs themselves. (Refer Table No. 4.4.3)
17. The rate of turnover of white collared employees minimal in sample units since 70% units reported no turnover of while collared employees. (Refer Table No. 4.4.4)
18. Fifty percent of sample small scale units have five to ten blue collar employees employed whereas 43% units have more than ten employees and only 6% units have less than 5 employees employed in unit. (Refer Table No. 4.4.5)
19. Absenteeism and attrition of employees is invariably a feature in the industry. The sample units too are in the catch shell of attrition since more than 51% of unit's faces attrition. Fortunate are only 47.22% units from where no blue collar employees have left the job. 41% units reported that up to 20% employees left the job. With very meagre 3% units the problem of labour turnover is very severe since they have more than forty percentage of turnover. (Refer Table No. 4.4.6)
20. The rate of absenteeism has found to be reasonably considerable. Only 6% sample units found to be reported zero absenteeism on the contrary 53% units have one to five percentage of absenteeism followed by 27% units have six to ten percentage and 14% units have more than ten percent absenteeism. (Refer Table No. 4.4.7)
21. Productivity which is a major criterion of measuring organisational performance has found to be satisfied with around 84% of sample units since the productivity is reported to be more than 70%. Fifteen percent units found to have productivity less than 70%.(Refer Table No. 4.4.8)
22. With respect to product rejection no sample unit found to have rejection beyond 12% of their total production. Half of sample units have rejection upto 4 % and around 32% have rejection between 4-8 percent. It can be said that the quality of system is in control since the rejection is less. (Refer Table No. 4.4.9)
23. Quality of unit is manifested owing to a national or international quality award. Very few units i.e. 28% found to bag in either national or international quality award or rest 71% have not conferred with any such kind of awards. (Refer Table No. 4.4.10)
24. The quest of contemporary industry is striving towards quality. For implementation of quality the quality model is needed to be adopted and

- implemented. The sample units also found to be in this quest of quality and 62% units found implementing the quality models. (Refer Table No. 4.4.11)
25. In this competitive market survival in competitive age, 56.94% Small Scale Enterprises have maintained their plant run capacity above 75 percent. 28.47% Small Scale Enterprises are successful in retaining 50-75 percent plant run capacity. More than ten percent 11.81% Small Scale Enterprises are not economically viable because of only 25-50 percent plant run capacity. 2.78% Small Scale Enterprises are on the way of collapse due to plant run capacity less than 25 percent. (Refer Table No. 4.4.12)
26. More than half of the sample Small Scale Enterprises is successful in restricting accident percentage between 1-5 percent. The fact that in one third of Small Scale Enterprises (32.64%) there is occurrence of none of accidents 0 %, shows technical and welfare related preparedness of the enterprises. (Refer Table No. 4.4.13)
27. As per the sample employee opinion nearly half of the enterprises accomplish less than 5 percent average annual profit. One third enterprises earn average annual profit between 10-15 percent. Very few enterprises reported that they earn sizeable average annual profit more than 15 percent. This may be because of enterprises common tendency to hide financial details. (Refer Table No. 4.4.14)
28. Significance of implementing different managerial reform program is recognised by two third enterprises while it is ignored by one third enterprises. (Refer Table No. 4.4.15)
29. Enterprises are aware of importance of implementation Quality Model. (Refer Table No. 4.4.16)

5.2.4 Findings on Employees Opinion regarding working environment

30. In the comparative analysis of opinions of entrepreneurs on their own leadership style and opinions of employees on their entrepreneur leadership style taken on ten parameter on five point scale compared using Spearman's rank Correlations calculated to be 0.661 which shows significantly high correlations. (Refer Table No. 4.4.17)
31. Absentism, product rejection, plant run capacity has an association with productivity of sample units. (Refer Table No. 4.4.19)

32. Attrition of Blue Collar Employees, Absent, Product Rejection, Productivity Percent. Plant run capacity / efficiency used. Accident Average, Annual Profit the association found to be absent. (Refer Table No. 4.4.20)

5.2.5. Findings on Hypothesis Testing

Researcher tested the hypothesis using chi square test. Total 20 chi square test have been worked out for hypothesis testing. After the test researcher found that, in 19 test the **null hypothesis is accepted** and in one test as per the opinions on entrepreneurs i.e. there is an association between leadership style and accident is accepted. The overall analysis of hypothesis is given in following table.

	Sr.	Parameters	Decision regarding Null Hypothesis	
			Entrepreneurs Perception	Employees Perception
H ₁	01	Organisation's Working Environment	Accepted	Accepted
H ₂	02	Turnover	Accepted	Accepted
	03	Profit	Accepted	Accepted
	04	Labour Turnover	Accepted	Accepted
		White Collar		
		Blue Collar		
	05	Accident	Rejected	Accepted
	06	Absenteeism	Accepted	Accepted
	07	Productivity	Accepted	Accepted
	08	Rejection	Accepted	Accepted
	09	Plant Run Capacity/Efficiency	Accepted	Accepted
10	Management Reforms	Accepted	Accepted	

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5.3 Suggestions:

1. The research found no association between leadership style and work environment parameters.

It has observed that irrespective of leadership style the existence and non existence of work environment parameters are similar. for the overall development of working environment in sample units it is suggested that the variables which are not existed viz. Work in non-stress & positive conditions, Firefighting equipment, Productivity based incentives, Provision of Provident Fund, Internal training and development program, Workers meetings, Workers meeting with top officials and owners, Performance appraisal policy, Employees enjoy pay leaves should be focused from the view point of improvement.

2. Absentism, product rejection and plant run capacity has found to be associated with productivity of sample units hence for increasing productivity organisation should emphasis on less absentism and product rejection viz-a-viz efficient utilization of plant run capacity.
3. Organisations turnover has found to be associated with Attrition of White Collar Employees, Honour Conferred on Organizations, Managerial Reform Program, and Implementation of Quality Model hence the sample units are suggested to focus on these performance indicators to increase organisation turnover.
4. The regression model with organisation turnover as dependent variable and working environment parameters as independent variables, reveals that Immediate opportunity to use and develop human capability and Social integration in work organisation should be focused to get desired level of organisational turnover.

5.4 Conclusion:

Small Scale Enterprises are the backbone of the Indian Economy. It has emerged as a highly vibrant and dynamic sector of the Indian economy over the last five decades. This sector play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth. These days Small Scale

Enterprises are facing different problems in marketing, finance, operations area. Number of sick industries is going on increasing. One of the reasons behind this is leadership style of an entrepreneur running it. Working environment in the organisation has also major impact over its performance. To analyse above stated problem study of the entrepreneurial leadership style and its impact on organisational performance was conducted. For hypothesis constructed was, there is significant relationship between entrepreneurial leadership style and organizational effectiveness. On the basis of hypothesis objectives decided for this study were, to review the leadership style of entrepreneurs of sample unit, to study the impact of leadership style on working environment and to study the relationship between entrepreneurial leadership style and outcomes of different functional areas of management. Small Scale Engineering units from rural area of thirteen tahsils of Pune districts were selected as a sample. The study was intended to test the association between entrepreneurial leadership style and organizational outcomes especially with respect outcomes of different functional area of management. The data collected was taken on electronic spread sheet for validity, reliability and classification. The statistical analysis was performed on data using measures of central tendency and measures of dispersion. Chi-square was used to find association of leadership styles with organisational performance and working environment. After the test researcher found that, in 19 test the null hypothesis is accepted and in one test i.e. there is an association between leadership style and accident is accepted. It shows that there is no strong association between leadership style and organisational performance as well as working environment.