
CHAPTER 1

RESEARCH METHODOLOGY

- 1.1 Introduction
- 1.2 Research Problem
- 1.3 Statement of Research Problem
- 1.4 Hypothesis of the Study
- 1.5 Objectives of the Study
- 1.6 Scope of the Study
- 1.7 Significance of the study
- 1.8 Research Methodology
- 1.9 Test of Reliability and Validity
- 1.10 Concept Used
- 1.11 Chapterisation
- 1.12 Conclusion

CHAPTER 1 INTRODUCTION TO THE STUDY

1.1 Introduction:

“Leadership is about creating a domain in which human beings continually deepen their understanding of reality and become more capable of participating in the unfolding world. Ultimately, leadership is about creating new realities.”– Senge, Peter M. (1994).

“If business wants to survive in 21st century it requires leaders not managers” Bennis (1985). Leadership has long intrigued observers of human behavior. Consequently, the concept and application of effective leadership seems to be an inevitable element of life in groups and a necessary prerequisite for co-coordinating the behavior of individuals, group members and organizations in the pursuit of common goals.

Broadly speaking, leadership is an influence relationship among leaders and followers to perform in such a way to reach a defined goal or goals. What is meant by influence is that the relationship among people is not passive but multidirectional instead; superiors influence subordinates and subordinates influence superiors.

Surrounding organizations with great leadership in today’s rapidly changing environment has been a significant challenge to the corporate world. Hersey, Blanchard, and Johnson (2001) suggested that effective leadership requires three general competencies: (a) diagnosing, (b) adapting, and (c) communicating. Diagnosing requires understanding the situation you are trying to influence. Adapting means altering your behavior and the other resources you have available to meet the contingencies of the situation. Communicating is the ability to interact with others in a way that people can easily understand and accept.

An effective leader may also use one or more combinations of leadership styles, such as transformational, transactional, or charismatic as the situation requires. The use of all the leadership styles mentioned above can be more greatly defined as an interactional approach. The interactional approach to leadership can be defined as a reciprocal, transactional, and transformational process in which individuals are permitted to influence and motivate others to promote the attainment of group and individual goals.

In most human endeavor it is necessary for individuals to work as teams, on either a permanent or temporary basis, or this requires a person who will bind the team

together and represent the team's interests in their interaction with the external environment. Leadership has been defined as "is a process whereby an individual influences a group of individuals to achieve a common goal." (North House 2013)

Leadership is not the same as management. Management involves exercising leadership, but it also includes the other functions of planning, organizing, staffing and controlling. There can be no leaders without followers, and such followers need to be influenced, persuaded or inspired to follow the leader. However, leadership need not be mere domination, but could be effective through supportive or coordinative behavior. An old paradigm described the leader of one particular style, e.g. directive, participative etc. A question arises: Is there really a leadership style? A number of researches and case studies concluded that this not always the case. The findings tend to suggest that leaders' styles are flexible rather than rigid. The success of an enterprise new or old depends upon the qualities or characteristics of an entrepreneur or entrepreneur. In order to be successful, an entrepreneur must possess certain qualities which are unique of its kind. If we go through the business history of India, we come across the names of Tata, Birla, Modi, Dalmia and others who started their business with small size and made good fortunes. This is possible only because they possess all the entrepreneurial leadership qualities.

There seems to be a close connection between leadership and entrepreneurship, with a number of scholars insinuating that leadership has a causal effect on entrepreneurship. A leader according to Thornberry (2003) is defined as one who exerts influence on people in the direction of achieving a goal; while an entrepreneur according to Stern (2004) is one who engages in the organization and management of any venture, especially a firm with notable risks and initiatives. Recent studies have emerged that link the core characteristics of entrepreneurs with different characteristics of leadership in an area now referred to as entrepreneurial leadership. The scholars in the study of the same try to look out for those characteristics that lead to orientation towards entrepreneurship not just among business owners but also among the management of corporations.

Since the time of independence, the small-scale sector in India has been a major contributor to country's Gross Domestic Product (GDP). This traditional sector in India is considered to have huge growth prospect with its wide range of products. With 40 percent share in total industrial output and 35 percent share in exports, the

small-scale industrial sector in India is acting as Engine of Growth in the new millennium.¹

1. 2 Research Problem

Historically, villages in India have been self reliant. Every village used to have its own cottage and small industry which fulfilled the requirement of the villages. Not only these, small scale industries were also exported products all over the world specifically to South Asia, Arab, and Central Asia. Since the time of independence, small scale industries received special privileges in the Indian economic system. Even in these days also Small Scale Industries are the backbone of the Indian Economy. SSI contributes 45 per cent of manufacturing output. It creates nearly 6.5 crore employment.²

The British Council for Excellence in Management and Leadership (CEML) (2002: 3) warns about the lack of leadership in management and stresses that poor leadership and inadequate management within the company are the prime reasons for the failure of SMMEs within their first three years of operation.

Gibbons and O'Connor (2005) report that the absolute level of planning is relatively low among SMMEs. This low performance is attributed to, among other things, inadequate knowledge of the processes involved, and lack of sufficient management expertise, lack of time to plan in a structured manner, lack of time available for non-operational activities, and lack of human resources. All the staffs are involved in managing daily work and have no extra time for additional activities, such as implementing strategic planning (Garengo et al., 2005).

Bolden (2007) emphasises the importance of leadership in organisations of all sizes and the pressing need to improve leadership development in SMMEs in particular. It has been noted that leadership support from government and educational institutions tends not to reach SMMEs. Reasons for this could be related to the differing agendas of the public and private sectors and unsuitable modes of delivery.

A new study by Debroy and Bhandari (2007) has found that 52% of the workforce in India is self-employed. Indian entrepreneurship is thus helping to create new sources of income for even the poorest members of society.

¹ <http://www.scribd.com/doc/47862828/Sma-10/09/2012-PM-04:50II-Small-Scale-Industries-and-Their-Role-in-Indian-Economy>

² <http://www.scribd.com/doc/47862828/Sma-10/09/2012-PM-04:50II-Small-Scale-Industries-and-Their-Role-in-Indian-Economy>

The share SSIs exports to total exports have been constantly reduced over the years. Indian industry is clustered by the small scale industry (SSI). SSI has major share into the economy of nation. To safeguard the interest of masses government of Indian and respective local governments have given due cognizance to the development and motivation of small scale industry by which to induce the small entrepreneurship. The small scale industry in India have categorized as ancillary, cottage, village, rural tiny, artisans and the like.

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last five decades. MSMEs not only 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. As stated above MSMEs are complementary to large industries as ancillary units and this sector contributes enormously to the socio-economic development of the country.

Micro, Small and Medium Enterprises (MSMEs), including Khadi and Village/rural enterprises are credited with generating the highest rates of employment growth and account for a major share of industrial production and exports. They also play a key role in the development of economies with their effective, efficient, flexible and innovative entrepreneurial spirit. 67.10% of the enterprises in the registered MSME sector were engaged in manufacturing, whereas 16.78% of the enterprises were engaged in the services activities as may be observed from the various surveys. The remaining 16.13% of the enterprises were engaged in repairing and maintenance. About 45.23% of the enterprises were located in rural areas and 54.77% of the enterprises were located in urban areas.

Majority of the small scale units use old techniques of production and outdated machinery and equipment. Up gradation of the technology and achieving economies of scale is one of the major problems facing the sector? They cannot afford new machines and equipments and are therefore not in a position to use the latest techniques of production. They do not find it possible to conduct research and development on a continuing basis. Therefore, productivity and quality in small scale firms tends to be low while unit cost of production is generally high. But with liberalization of the economy, the MSMEs are facing stiff competition from imports

and need technological up gradation in order to produce better quality products at cheap rates.

Moreover it is observed that the small scale industry especially engineering small scale industry is promoted by technocrats who do not have sound knowledge of entrepreneurship and management.

In the past we have witnessed the considerable sickness of small scale units. The reasons of sickness of small scale units have been studied from various perspectives.

Since year 2008-2012 i.e. in the period of four years 4894 Small Scale Enterprises are closed. This has resulted in loss of 30,362 jobs. During the year 2011-2012, up to February, 2012, the number of closed Small Scale Enterprises was, 1,714 affecting 9,054 workers while 14 medium and large scale enterprises were closed affecting 11,360 workers in the state. The reasons of sickness of Small Scale Enterprises have been studied from various perspectives.³

According to final report of 4th All India of Census of MSMEs (2006-07) Maharashtra ranks 4th among top 10 States in terms of percentage of sick enterprises.

The share SSIs exports to total exports have been constantly reduced over the years (Bharathi V.G. et al, 2011).

In India, number of total SEZs approvals (as on 31st March 2012) were 3400, while as operational SEZs (as on 31st March 2012) were only 153.

Maharashtra state has adopted the Special Economic Zone (SEZ) policy with effect from 10th February, 2006. The state has received 233 SEZ proposals up to 30th November, 2011. Of these, 116 SEZs were approved by the Central Government and 63 of them are notified. But now 25 SEZs were de-notified or withdrawn.⁴ This circumstance emphasizes the significance of small scale industries in today's situation. Many studies have brought out the fact that sickness is normally caused by internal factors, in one way or other, related with the mismanagement in various operational areas. Khanka (2011) have reported that majority of Small Scale Enterprises were found in default due to internal causes like problems of poor management (22.19%) and poor implementation (21.70%).

³ <http://www.mahgov.in>. Economic Survey of maharashtra 2012, Director of Economics and Statistics, Government of Maharashtra. 09/10/2012 PM 04:50

⁴ <http://www.mahgov.in>. Economic Survey of maharashtra 2012, Director of Economics and Statistics, Government of Maharashtra. 09/10/2012 PM 04:50

Employment available through large enterprises at the end of year December 2011 was 11.25 lakh while through MSME's it was 14 lakh. In the beginning of year January 2013 it was 20.97 lakh.

The perspective of this research is to find out the impact of leadership style on the outcomes of organization.

1.3 Statement of the Research Problem:-

In the light of review and research problem it found pertinent to focus on the impact of leadership on organizational output. Since the study is focused on small scale engineering units the outcomes with respect to functional area of management are more relevant. The entrepreneur indulge into external and internal environment and responsible for the outcomes of organization. The entrepreneurs play a leader and held the environment scanning and implement strategic decisions in SSI.

Hence, the study titled as, 'Entrepreneurial Leadership and Organizational Performance with reference to Rural Small Scale Engineering Industry in Pune District.'. The title depicts the study of leadership style and its relationship with organizational performance. The sample unit is small scale engineering enterprises. The sample units were taken from Rural Pune of Maharashtra state.

1.4 Hypothesis of study:

The hypothesis set to test for this study is:

There is significant relationship between entrepreneurial leadership style and organizational effectiveness. Organizational effectiveness was measured in terms of functional output. (Behavioral determinants viz. working environment, financial determinants viz. turnover, profitability, HR determinants viz. labor turnover ratio, accident percentage, absenteeism rate, , production determinants viz. productivity, percentage of rejection)

1	Financial determinants	Turnover
		Profitability percentage
2	HR determinants	labor turnover
		Accident percentage
		Absenteeism rate
3	Production determinants	Productivity
		Percentage of rejection
		Plant run capacity

The hypothesis stated above is purified in the due course of research and restated as below.

H₀₁– Entrepreneurial leadership style and working environment are independent.

H₁₁ – Entrepreneurial leadership style and working environment are associated.

H₀₂– Entrepreneurial leadership style and organizational performance are independent.

H₁₂ – Entrepreneurial leadership style and organizational performance are associated.

1.5 Objectives of the study:-

Present study put forth following objectives

1. To review the leadership style of entrepreneurs of sample unit.
2. To study the impact of leadership style on working environment.
3. To study the relationship between entrepreneurial leadership style and outcomes of different functional areas of management.

1.6 Scope of the Study: -

The study is conducted in rural area of Pune District. The small scale engineering units was focused. The study intended to test the association between entrepreneurial leadership style and organizational outcomes especially with respect outcomes of different functional area of management. Study was considering the data of one year only (2012-2013). The data collected taken on electronic spread sheet for validity, reliability and classification. The statistical analysis performed on data. Measures of central tendency, measures of dispersion bring in use.

1.7 Significance of the Study:-

The focus is to know the leadership behavior style of entrepreneur and its impact on organizational outcomes. The research manifested different leadership styles of entrepreneurs. It also establishes the relation between entrepreneurial leadership styles and organizational outcomes. The study reveals the success of organizational outcomes owing to the leadership styles. This would help faculty to groom entrepreneurship with respect to expected outcomes.

The study may be useful to the mentors and decision makers of entrepreneurship development to find out the reasons behind shortcoming in the output of organization with respect to the leadership style. The study may contribute the new insight into the earlier theory.

1.8 Research Methodology:-

The study is descriptive inferential in nature, which describes the leadership style of entrepreneur of small scale engineering industry. Inferential approach is used for data collection.

1.8.1 Data Required:-

The data required for the study is, number of engineering units in rural area of Pune, profile of entrepreneurs, demographic data of entrepreneurs and employees, perception of entrepreneurs about own leadership style, perception of employees about entrepreneurs leadership style, opinions of employees on working environment, data regarding organizational outcomes viz. turnover, profitability, labor turnover, accident percentage, absenteeism rate, productivity, percentage of rejection.

No. of engineering units in rural area of Pune		
Profile of entrepreneurs		
Demographic data of	Entrepreneurs	
	Employees	
Perception of	Entrepreneurs about their own leadership style	
	Employees about entrepreneurs leadership style	
Employees opinions	On work environment	
Organizational outcomes	Financial determinants	Turnover
		Profitability percentage
	HR determinants	labor turnover
		Accident percentage
		Absenteeism rate
	Production determinants	Productivity
		Percentage of rejection
		Plant run capacity

1.8.2 Data Sources:-

Data have collected using primary source and secondary source. The data regarding number of engineering units in rural area of Pune, conceptual aspects of leadership, leadership style and working environment collected through secondary source like government reports, books, websites etc.

The data regarding profile of entrepreneurs, demographic data of entrepreneurs and employees, perception of entrepreneurs about own leadership style, perception of

employees about entrepreneurs leadership style, opinions of employees on working environment, data regarding organizational outcomes viz. turnover, profitability, labour turnover, accident percentage, absenteeism rate, productivity, percentage of rejection collected by using primary source like interviews, discussion etc.

1.8.3 Instrument:-

Structured Schedules has used to collect primary data. Four distinct sections in two different questionnaires have used for collecting data from Entrepreneur and employee. Entire schedules have natured as structured, close ended and codified.

Section A - Questionnaire for the Entrepreneur/ Owner

The Schedule for entrepreneur had two structures

- A. Demographic Profile of entrepreneur
- B. Opinion regarding Entrepreneurship Leadership style

Every Structure included relevant variables. The narration of variables structure wise is as follows

A. Demographic Profile of entrepreneur

Personal Information is the first structure of questionnaire seeking Personal information of entrepreneur. The parameters viz. Name of Organisation, Name of Owner, Age of entrepreneur, education of entrepreneur, entrepreneur's experience, entrepreneur's Ist or IInd generation, year of establishment and inspiration for entrepreneurship.

B. Opinion Regarding Entrepreneurial Leadership Style

The second structure is about opinion regarding entrepreneurial leadership style. (Bolton 2012) identified the ten different factors regarding leadership style. On the basis of the factor three different styles of the leadership have been mentioned i.e. Risk taking, Innovative and Proactiveness. For this research researcher has taken this 10 factors as a parameter to identify the leadership style of entrepreneur. The parameters are I like to take bold action by venturing into the unknown, I am willing to invest a lot of time and/or money on something that might yield a high return, I tend to act "boldly" in situations where risk is involved, I often like to try new and unusual activities that are not typical but not necessarily risky, In general, I prefer a strong emphasis in projects on unique, one-of-a kind approaches, rather than revisiting tried and true approaches used before, I prefer to try my own unique way when learning new things rather than doing it like everyone else does, I favor experimentation and

original approaches to problem solving rather than using methods others generally use for solving their problems, I usually act in anticipation of future problems, needs or changes, I tend to plan ahead on projects, I prefer to 'step-up' and get things going on projects rather than sit and wait for someone else to do it. Researcher has taken opinion on five point likert scale in which 5-Completely agree, 4-Partially Agree, 3-No comments, 2-Partially Disagree, 1-Completely disagree.

Section B - Questionnaire for Organization Performance

This structure included relevant variables. The narration of variables structure wise is as follows. First part were related with basic information of organisation viz. name of organisation, Address, Contact, Manager Name Mr./Mrs. Second part is related to information regarding organizational performance in the year 2012-2013 in which type of product, product line, status of work in which Production on the basis of Job Work, Manufacturing original parts for other Companies, Own Brand Name of Company, Other - Please Specify. After that parameter related to information regarding human resource in which number of office staff and blue collar employee working in 2012-2013 and number of office staff and blue collar employee those left their job in 2012-13. Followed to this parameters regarding employee absenteeism percentage in last year, productivity as compared to the target, product rejection, achievement/ rewards received, annual turnover, plant run capacity/efficiency, No. of average accidents, average annual profit –Rs., management reforms programs, implementation of quality models has been used to study organization performance.

Section C- Questionnaire for the Employee

The Schedule for employee had three structures

- A. Demographic Profile of entrepreneur
- B. Opinion regarding Entrepreneurship Leadership style

Every Structure included relevant variables. The narration of variables structure wise is as follows

A. Demographic Profile of entrepreneur

Personal Information is the first structure of questionnaire seeking Personal information of employee. The parameters viz. Name of Organisation, Name of employee, Age, education, Designation, Experience has been considered.

B. Opinion regarding Entrepreneurship Leadership style

The second structure is about opinion regarding entrepreneurship leadership style. (Bolton 2012) identified the ten different factors regarding leadership style. On the

basis of the factor three different styles of the leadership have been mentioned i.e. Risk taking, Innovative and Proactiveness. For this research researcher has taken this 10 factors as a parameter to identify the leadership style of entrepreneur. The parameters are The Owner of our company likes to take bold action by venturing into the unknown, The Owner of our company is always willing to invest a lot of time and/or money on something that might yield a high return, The Owner of our company tends to act “boldly” in situations where risk is involved, The Owner of our company often like to try new and unusual activities that are not typical but not necessarily risky, In general, the Owner of our company prefers a strong emphasis in projects on unique, one-of-a kind approaches, rather than revisiting tried and true approaches used before, The Owner of our company prefers to try my own unique way when learning new things rather than doing it like everyone else does, The Owner of our company favors experimentation and original approaches to problem solving rather than using methods others generally use for solving their problems, The Owner of our company usually acts in anticipation of future problems, needs or changes, The Owner of our company tends to plan ahead on projects, The Owner of our company prefers to ‘step-up’ and get things going on projects rather than stand wait for someone else to do it. Researcher has taken opinion on five point likert scale in which 5-Fully Satisfied, 4-Satisfied,3-No comments, 2-not Satisfied, 1-Fully Dissatisfied.

Section D - Questionnaire regarding Working Environment

To study the opinion regarding working environment researcher has taken 25 parameters which are workers participation in decision making, employees feel job challenging

Regular feedback about work to employees, work in non-stress and positive conditions, adequate light and Ventilation arrangements, safety goggles and shoes, floor cleanliness, drinking water, first aid box, firefighting equipment’s, payment is made according to minimum wages act, payment of bonus as per Bonus Act, productivity based incentives

Provision of Provident Fund, availability of internal training and development program, suggestion scheme, workers meetings, workers meeting with top officials and owners, disciplinary and grievances procedure, performance appraisal policy, equality in work, workers spare time for family and society balancing his work, employees enjoy weekly off, employees enjoy pay leaves, communication facility for

employees. Researcher has taken opinion on five point likert scale in which 5- Fully satisfied, 4-Satisfied, 3-Neutral, 2-Dissatisfied, 1-Fully dissatisfied.

1.8.4 Sampling:-

The small scale engineering units are the samples for this research. The sample units are the promoter/owners of those units and employees working in the respective unit.

The numbers of small scale engineering units in rural Pune are 629. The units have spread over 13 tehsils of Pune. In all these tahasils the small scale engineering units have developed at better pace. These 13 tahasils housed 629 SSI engineering units.

The sample units have calculated by using $N/1+N(e)^2$ and calculated sample size came to 94.

The total calculated samples are distributed across 13 tahasils as per the proportion of existing units. The samples per tahsils are proportionately calculated and rounded off to next figure. Hence, the final calculated sample size of units comes to 94 but for the reliability researcher has taken 144 samples for the study.

The entrepreneur of every unit would be taken as sample besides to know the working environment and entrepreneurial style minimum two employees would be taken as sample. Hence, 2 employees per 144 units come to 288.

Following table shows the comprehensive picture of sampling of this study.

Table No. 1.1
Sampling

Sr.	Tahasils	Existing Units	Calculated Samples	Actual Sample
1	Ambegaon	3	1	2
2	Baramati	17	3	3
3	Bhor	22	4	7
4	Dound	15	3	5
5	Haveli	256	36	33
6	Indapur	17	3	7
7	Junnar	6	1	5
8	Khed	122	17	38
9	Maval	21	3	5
10	Mulshi	78	11	15
11	Pune	11	2	2
12	Purandar	9	2	5
13	Shirur	52	8	17
	Total	629	94	144

Source: (District Industries Centre, Pune Letter No. DIC/Pune, Rural SSI/2012/1938 Dt. 08/10/2012)

The samples are distributed as per proportion of population throughout the district.

1.8.5 Data Analysis:-

Data has been taken on electronic spreadsheet for data validation and classification. Measures of central tendency, measures of dispersion and variance would bring in use as descriptive analysis. The hypothesis tested using chi square test.

An independent chapter is devoted to Data Presentation and analysis. The data has presented in five parts enumerated herewith.

Part	Title to the part	Contents in the Part
Part-I	Descriptive analysis of Entrepreneurs Opinion	Descriptive Statistics of all entrepreneurs opinion
Part-II	Descriptive analysis of Employee Opinion	Descriptive Statistics of all employees opinion
Part-III	Organisation Performance	Descriptive Statistics of organization performance
Part-IV	Comparative Analysis	Comparison between opinion of entrepreneurs and employees
Part-V	Hypothesis Testing	Inferential Statistics

1.9 Test of Reliability and Validity

After finalization of entire data set for the final analysis of scales of variables is checked using Cronbach's Alpha. The Alpha of all five different schedules calculated independently.

Table No 1.2
Test of Reliability and Validity

Sr.	Structures in schedule	Scale/ variable	Reliability	
Entrepreneurs opinion regarding entrepreneurial leadership style				
1	Demographic Profile	*		
2	Risk	03	0.414	0.560
3	Innovative	04	0.475	
4	Proactive	03	0.690	
Employee opinion regarding entrepreneurial leadership style				
5	Demographic Profile	*		
6	Risk	03	0.543	0.573
7	Innovative	04	0.413	
8	Proactive	03	0.580	
Employee opinion regarding Working Environment				
9	Working Environment	25	0.839	
10	Organisation Performance	\$		

Source (Compiled by Researcher)

Note:

* - Introductory part which describes demographic profile of samples

\$- Reliability cannot be calculated since the scale for some questions is dichotomous and for some questions are open ended.

From the table it reveals that the reliability is ranging from 0.413 to 0.839 which is significantly high.

1.10 Concepts used:

1.10.1 Concept of SSIs:

SSI Definition: A small scale industrial unit is an industrial undertaking in which investment in Plant and Machinery is more than 25 lakh rupees but does not exceed 5.00 crore rupees⁵.

1.10.2 Concept of Engineering Unit:

The Engineering Unit - The unit where scientific and mathematical principles are applied to the practical ends such as the design, manufacture, and operation of efficient and economical structures, machines, processes, and systems⁶.

1.10.3 Concept of entrepreneur:

Entrepreneurship is a typical global phenomenon attracting millions of economists, politicians, and social workers. In developed countries, entrepreneurship has gained attention in the last century. But in developing countries, it has been gained original consideration only in recent decades.

An entrepreneur is an enterprising individual who builds capital through risk and/or initiative⁷.

1.11 Chapterisation

The articulation of present study has made using five chapters.

Chapter-1 titled as Introduction to the Study, it depicts introduction to the study, management problem, statement of research problem as well as objectives, scope, importance and research methodology of the study.

Chapter-2 titled as Industrial Profile, it includes brief introduction, history, current industrial scenario and profile of sample units in small scale industry in Pune.

⁵ Micro, Small & Medium Enterprises Development Act, 2006, Section 7 sub clause (a) (ii).

⁶ Nigade, J.J. (2010). A Study of Work life in Unionised SMEs with reference to Engineering Industry in Satara. A Thesis submitted to Faculty of Commerce of Shivaji University, Kolhapur.

⁷ <https://archive.org/search.php?query=entrepreneur%20AND%20mediatype%3Atexts> 2/16/2012 7:15 PM

Chapter-3 titled as Review of Literature, it narrates review, basic concept, definitions and application with present work.

Chapter-4 titled as Analysis and Interpretation of Data, it reveals presentation of data in tabular form with its interpretation.

Chapter-5 titled as Findings and Suggestions, it presents findings based on data analysis and its interpretation.

Besides relevant annexure i.e. schedule, relevant document and list of references have appended to the report.

1.12 Conclusion

The research is an effort to highlight the relationship between leadership style with working environment and performance. The scope of research and methodology adopted for study has been defined. Proposed sample size and actual samples collected for sufficing research objectives has been stated. Detailing of instruments used for collection of data i.e. structured schedules for different stakeholders has been done. Reliability test for data have also been revealed. The next chapter talks about industrial profile of Pune and Maharashtra and overview of Small scale industry in Pune.