ENTREPRENEURIAL COMPETENCY

"A Study with reference to socially and economically Backward Communities in Chennai City"

The thesis submitted to Pondicherry University in partial fulfillment of the requirements for the award of the degree of

DOCTOR OF PHILOSOPHY IN COMMERCE

by

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Certificate

This is to certify that the thesis entitled, **ENTREPRENEURIAL COMPETENCY "A study with reference to Socially and Economically Backward Communities in Chennai city"**, submitted to the Pondicherry University in partial fulfillment for the award of the degree of **Doctor of Philosophy in Commerce**, is a record of original research work done by **M. Kochadai** during the period of his research in the Department of Commerce, Pondicherry University and the thesis has not formed the basis for the award of any Degree / Diploma / Associateship / Fellowship or any other similar title of any candidate of any University.

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Declaration

I hereby declare that the thesis entitled, **ENTREPRENEURIAL COMPETENCY "A Study with reference to Socially and Economically Backward Communities in Chennai City"** submitted to the Pondicherry University in partial fulfillment of the requirement for the award of the degree of **DOCTOR OF PHILOSOPHY IN COMMERCE,** is a record of original independent research work done by me during the period under the supervision and guidance of **Dr. B. MURUGESAN, Former Dean,** School of Management, Pondicherry University and that the thesis has not formed before the basis for the award of any Degree/ Diploma/ Associateship / Fellowship or any other similar title to any University.

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M.KOCHADAI

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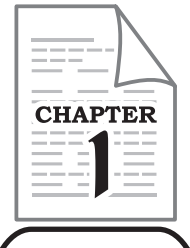
ABBREVIATIONS

SC	-	Scheduled Caste
ST	-	Scheduled Tribe
MBC	-	Most Backward Class
OBC	-	Other Backward Class
BC	-	Backward Communities
OC	-	Other Caste
EDP	-	Entrepreneurship Development Programme
SSI	-	Small Scale Industries



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CHAPTER I

INTRODUCTION

Entrepreneurship is well recognized to be an important driving force for the development of any economy (Schumpeter, 1934 Baumol, William, 2002). Entrepreneurs exploit opportunities and resources, create demand, innovate and lead for a structural change in an economy. In this process, they are forced to enhance their knowledge, skills and abilities in order to withstand the pressure generated by different forces nationally and internationally because, entrepreneurship does not create an impact on any economy through the simple presence of entrepreneurs or their numbers. Global Entrepreneurship Report 2010 suggests that an economy's prosperity is highly dependent on dynamic entrepreneurial capacity which requires individuals with the ability and motivation to start businesses and further it requires societal perceptions about entrepreneurship. The report suggests that entrepreneurship should include participants from all social groups in the society particularly women, marginal groups from socially and economically backward communities.

The histories of economically developed countries reveal that there is a close relationship between overall economic development and entrepreneurial activity. This has lead to a number of studies in the area of entrepreneurship. These studies suggest that some people are more likely to identify and exploit business opportunities and are successful while others are not so (Schumpeter, 1934; Mc Clelland1961; Kirzner 1973; Low& Mac Millian, 1988; Shaver &Scot, 1991; Venkataraman, 1997; Shane& Venkataraman 2000). In connection with this, a variety of factors were identified, researched and debated. Some authors hold the view that people differ in their performance and they hold that these differences are due to variations in the beliefs individuals hold about the efficacy of perceived available resources at one's disposal, expectations about the value of these resources (Kirzner, 1973), considerations of one's opportunity costs (Amit, Mueller,&Cockburn, 1995), optimism

(Cooper, Woo, & Dunkelberg, 1988; Khneman & Lovallo, 1994), action –orientation (Busenitz & Barney, 1997),and a wide variety of personal dispositions, such as tolerance for ambiguity (Begley & Boyd, 1987) or need for achievement (Johnson;1990;McClland,1961) and so on.

Experts suggest that individuals who undertake entrepreneurial activities for the pursuit and exploitation of opportunities differ from those who choose other career paths (Katz, 1992). They further hold that business start-ups are not accidental but they are pre- calculated, acquired, trained and developed to suit the requirements in the entrepreneurial environment. Therefore there are evidences to support that entrepreneurial process clearly involves, among others, personality factors which make an entrepreneur competent enough to carry on his business successfully. Studies have shown that higher the quota of entrepreneurial talent in a given society at a given time, the greater would be the rate of its economic development. Individual entrepreneurs are, thus, a necessary condition of economic growth.

ENTREPRENEUR-DEFINITION

Richard Cantillon (1725) and Jean Baptiste Say (1824) are some important French writers who expressed views on the role of the entrepreneur. For Cantillon, an entrepreneur is one who bears uncertainty, buys labour and materials, and sells products at certain prices. He is one who takes risks and makes innovation on factors of production. He was thus the first to recognize the crucial role of the entrepreneur in economic development.

It is Schumpeter (1947:151) who stressed the human element of entrepreneurial function as a major factor in the process of economic growth. For him innovation was the criterion of entrepreneurship, which is simply the doing of things that are already done in a new way. Schumpeter (1947:74-75) calls the carrying out of new combinations as‘enterprise’and the individuals whose function is to carry them out as ‘entrepreneurs’.

Meredith, Nelson and Neck (1991) state that entrepreneurs are people who have the ability to see and evaluate business opportunities; to gather the necessary resources and to take advantage of them; and to initiate appropriate action to ensure success.

According to Desai (1995) an entrepreneur is one who can see possibilities in a given situation, where others see none and has the patience to work out the idea into scheme to which financial support can be provided.

Most of the definitions given are in the context of western countries and may or may not be suitable to developing countries like India, where the socio, economic, political and other environmental conditions differ. Therefore in the Indian context, an entrepreneur is a person who performs almost all the activities of an organization including his search, discoveries and evaluation of economic opportunities, mobilizing necessary financial resources for the enterprise and taking ultimate responsibility of its management and the uncertainty of events and other activities of a venture and finally owns the reward whatever it is. Therefore, entrepreneurs play a key role in the promotion, development, expansion and the sustenance of his business in the complex environment. All such efforts made by an entrepreneur is called entrepreneurship, the emergence of which is directly related to the socio economic development of the society.

ENTREPRENEURSHIP-DEFINITION

Drucker (1985) defines "entrepreneurship as innovation in a business setting." Further, Oison (1985) stated entrepreneurship as "an invention, an activity analogous to innovation as a primary entrepreneurial activity." Timmons (1978) suggested that "creativity and innovation were conditions inherent in the role of entrepreneurship".

Shane and Venkataraman (2000) and Venkataraman (1997) maintain that entrepreneurship is concerned with the study of how opportunities to produce future goods and services are discovered and exploited, by whom, and with what consequences.

Entrepreneurship is considered to be a creative process of organizing, managing an

enterprise and assuming the risk involved in the enterprise. In the same line, Hisrich and Peters (2002: 10) consider entrepreneurship as a "process of creating something new and assuming the risks and rewards".

Samwel (2003) viewed entrepreneurship as a function which seeks investment and production process by raising capital, arranging labour and raw materials, finding site, introducing new techniques and commodities and discovering new sources for the enterprises.

According to Suresh Reddy (2004) – entrepreneurship is a composite skill, the resultant of a mix of many qualities and traits – these include tangible factors as imagination, readiness to take risks, ability to bring together and put to use other factors of production, capital, labour, land, as also intangible factors such as the ability to mobilize scientific and technological advances.

On going through these definitions, the following characteristics are commonly found in the entrepreneurship.

The discovery and exploitation of an opportunity (Shane and Venkataraman, 2000; Venkataraman, 1997); It needs an individual to pursue such opportunity (Brandstätter, 1997);

The individual is capable of deploying his/her entrepreneurial competencies to exploit such opportunities (Bird,1995).

The understanding leads to define entrepreneurship in terms of the discovery of an opportunity by an individual who is able to deploy his/her entrepreneurial competencies in defining appropriate strategies to exploit such opportunity. This definition implies that entrepreneurship refers to the process of performing activities like creation, founding, adapting, and managing a venture (Cunningham and Lischeron, 1991).

ENTREPRENEURIAL COMPETENCY

The term competency is increasingly applied in the area of business promotions and its management activities effectively to ensure an excellent performance. It is because competency which is very much associated with the human resource plays a critical role for the promotion, its survival and success of a business organization when compared to other resources.

Entrepreneurial competencies are unique as much as it is those individuals who possess them personally which even their rivals can't imitate because of the ambiguity about their origin and their embeddedness in the individual. Boyatzis (1982) who defines competency as an underlying characteristic exhibited by a person that can result in effective way in a job (Boyatzis, 1982).

Man et al. (2002) defined entrepreneurial competency as the total ability of the entrepreneur to perform a job role successfully. There is a general consensus that entrepreneurial competencies are carried out individuals, who begin and transform their businesses.

Johnson and Winterton (1999) observe that the range of skills and competencies required to run a small firm are qualitatively as well as quantitatively different from those needed in larger organizations. This is at least in part because, in an entrepreneurial context the focus is on the individual (Hunt and Meech, 1991).

It can be understood from the above definitions that entrepreneurial competency refers to all such attitudinal, behavioral, and managerial attributes of an entrepreneur which are required for to carryon his or her entrepreneurial activities successfully. These attributes may include attitudes, values, beliefs, knowledge, skills, abilities, personality, wisdom, expertise (social, technical, and managerial), mindset, and behavioral tendencies of an entrepreneur.

ENTREPRENEURIAL COMPETENCY AND ITS RELATIONSHIP WITH PERFORMANCE

Based on the idea of Boyatzis, the entrepreneurial competency, the central theme of this study, is defined as "underlying characteristics such as generic and specific knowledge, motives, traits, self-images, social roles, and skills which result in birth, survival, and growth of the enterprise" (Bird, 1995, p. 51). Studies have shown that these characteristics have an influential effect on a firm's superior performance. The underlying characteristic in the definition serves as a predictor of behavior and performance in different situations and tasks. In accordance with Bird's (1995) theory of entrepreneurial competencies, the present study also presumes entrepreneurial competencies as a mechanism whereby the likelihood of achieving business success can be improved.

Previous studies have shown that the concept of entrepreneurial competency has been the guiding principle of analysis (Chandler and Hanks, 1994; Chandler and Jansen, 1992; Man and Lau, 2000). The objects of these studies have been oriented to link managerial or entrepreneurial competencies with firm-level performance.

Research shows that an entrepreneur's competency contribute to venture performance and growth (Lerner and Almor, 2002; Bird, 1995; Cooper et al., 1994). Further, there is evidence that developing entrepreneurial skills among entrepreneurs contributes to profitability and growth (Chandler and Jansen, 1992).

Gaskill, Van Auken, and Manning (1993), recognizing a number of external barriers to small businesses' success in the US, conclude that it is internal factors (i.e., managerial and planning skills) that more often inhibit, or enable business success.

Successful entrepreneurs have been described as extrovert risk takers who are creative, flexible, and independent (Ibrahim & Goodwin, 1986). Likewise, Cunningham and Lischeron (1991) list out successful entrepreneurs as individuals who are assertive, extroverted, sociable, single-minded, diplomatic, decisive, and judgmental. Boyd, and Wright (1992) have argued that entrepreneurs are strategic leaders who, through their

actions, influence business success. They start their own business, formulate strategy, recognise opportunities, and translate these opportunities into business activity (Beaver & Jennings, 2005; Shook, Priem, & McGee, 2003).

However, it has been difficult to ascertain why, in similar situations, some entrepreneurs fail while others succeed. Therefore it is thought that the focus on "entrepreneurial competencies" offers a practical solution for addressing this phenomenon. Brush and Chaganti (1998) argue that due to a lack of resources, especially skilled workers and sophisticated technologies, small firms are forced to depend on the competencies of the entrepreneurs for their successful performance.

Although a number of variables, like organizational and environmental, are vital to firm's performance, it is important to acknowledge that the entrepreneur acts as a gatekeeper, enabling the internal resources of the organisation to be utilised in order to achieve success. The critical nature of this gate-keeping role highlights the importance of examining the knowledge, skills, attitudes and behaviours of the entrepreneurs, and how these impact upon firm performance

ENTREPRENEURSHIP- INDIAN SCENARIO

In India, entrepreneurship had been traditionally concentrating in the hands of a few communities. As the economy is liberalized, privatized and globalised, these communities may not be able to satisfy the increased demands of the society. This fact requires building up of wider base of entrepreneurial talents across different social groups, particularly non–traditional entrepreneurial communities with entrepreneurial intensions and behaviors.

It is also found that, there is a wide spread occupational change or shift among community groups particularly amongst the non–traditional entrepreneurial communities like socially and economically backward and disadvantaged sections. Due to fast growth of education, industrialization and urbanization these groups have moved from villages to urban areas and found them settled in different non-traditional occupations such as

employments in the organized sectors over a period of time, self employments, industry, business, and services and so on. But observations suggest that the rate of participation of different social groups in industry and trade is not uniform and it shows a high variation between socially and economically forward and backward groups (*Economic Census and CSO, 1998*).Therefore a study of this nature has become an imperative.

The exhaustive economic survey conducted in India by the Central Statistical Organization (CSO) covering 30.35 million enterprises shows that the enterprises that are owned by Scheduled Casts (SC) and Scheduled Tribes (ST) put together account for only 11.7 percent both in rural and urban areas. On the other hand, enterprises owned by Other Backward Classes (OBC) and Other Casts (OC) entrepreneurs account for 33.1 percent and 55.2 percent respectively (*Economic Census and CSO, 1998*). There are also inter-state variations in terms of industry focus among these social groups.

The survey also points out that the overall growth rate of enterprises owned by persons belonging to the SC category has fallen significantly from 3.42 percent in 1980-1990 to 0.4 percent in 1990-1998. The decline is seen both in rural and urban areas. Contrary to this, the growth rate of enterprises owned by entrepreneurs belonging to ST category has increased significantly, from 4.16 percent (1980-90) to 6.64 percent (1990-98) and the increase is sharp in the urban areas, from 2.37 percent to 12.24 percent. Therefore the issue needs to be addressed by policy makers, academics, researchers, trainers and everyone who is concerned about the balanced development across all social groups in the country.

India's founding fathers envisioned a nation of social equality and justice towards which all stakeholders, including government, industry, institutions and the society have made considerable amount of growth. But socially and economically backward and disadvantaged groups in India have not been able to realize either their full potential or the benefits of all such socio and economic developments over centuries.

One of the distinctive and pervasive features of Indian society is its division in the

lines of castes and sub- castes. The backward communities have remained socially and economically backward and disadvantaged for a long. These communities for a long time faced problems such as untouchability, social and economic discrimination, inequality, illiteracy and poverty, hindering their economic and social development and deprivation of access to opportunities as well as resources, reflecting vicious circle of deprivation. These deprived social groups do not have enough economic opportunities to earn their livelihood through gainful employment, and do not have social and political status in the society. In the absence of this, they become dependent on the better off sections of the society serving their interest on the one side and majority of the socially and economically backward class people living in rural areas and are mostly connected to land predominantly as daily coolies or as marginal farmers on the other side. Even in urban areas these people are mainly engaged in unorganized sector. Only a very small percent of this group have entered into organized employment either in government departments or public sector undertakings and managed to escape from poverty and locate themselves up to a reasonable level of prosperity. They are continued to be socially and economically backward and are languishing at the bottom of the social and economic pyramid. In economic terms, most of them are still poorest of the poor.

The Govt. of India, since independence, has been making concerted efforts to provide financial services to the poor at the affordable cost in its endeavor to mitigate the problems of poverty and unemployment. It laid special emphasis on expanding network of banks all over the country in order to provide credit to the poor and weaker sections of society to enable the non-traditional business communities to set up businesses. In addition, the Governments have also launched several subsidized wage and self-employment programs for the benefit of the poor. Despite all these, a massive gap exists between the haves and have not's.

The development of any society depends on the human resource development of that society. Everywhere it is increasingly realized that human resource development is a necessary condition for achieving all the national goals. It is important that any

programme of planned development can be brought about by becoming the active agents of social change. Human resource development is the process of building the knowledge, the skills, the working abilities, and the innate competencies of all the people of all social groups in the society. In view of this aspect also, the study of this nature become an important one

In this background one of the most important tasks ahead for the Indian society is the problem of mounting unemployment, poverty, illiteracy and so on, particularly among the socially and economically backward and disadvantaged communities. This concern has assumed a greater significance especially in view of the changing socio and economic scenario in the wake of liberalization, privatization and globalization. This is because all nations are committed to development. Development must be across all social groups in the society irrespective of their caste, religion irrespective whether they live rural or urban areas and so on. Development also means growth plus change. Change in turn is social and cultural as well as economic and, qualitative as well as quantitative. The anticipated changes on all these fronts then become the goals of the contemporary societies. To ensure this, the study of this nature may sow the seeds.

In India, millions of people are living below the poverty line and it is impossible for any government to provide means of livelihood to everyone. In addition, the fundamental feature of the reforms system is the declining role of the government on various areas of operations including education, employment, and empowerment and so on. Research studies have shown that the cure for the poverty in any part of the world is to stimulate more entrepreneurial activity and business start ups with a systematic agenda of changes in the mindset, attitudes and competencies of people from amongst different communities particularly the socially and economically backward and disadvantaged groups.

Therefore the situation demands for fostering of entrepreneurship among these groups and encourage people to come out with entrepreneurial competencies.

The economist turned humanitarian and the Nobel Laureate Mohammad Yunus[1] has rightly said that "poverty is a threat to peace" and the frustrations, hostility and anger generated by this abject poverty cannot sustain peace in any society in the world. While receiving the Nobel Peace Prize he addressed to the Nobel Platform unveiling his bold vision for ending global poverty through social businesses.

By defining entrepreneur in a broader way, he said, the character of capitalism could be changed and entrepreneurial efforts among them would be the means to resolve many of the unresolved social and economic problems even within the scope of the free market. He also emphasized that lasting peace cannot be achieved unless large population groups, particularly the backward communities, find ways to break out of poverty. Therefore socio and economic development of any country will be meaningful only when the fruits of which reaches the bottom segment of the have-nots.

A large percent of youth in India belonging to the weaker sections live in rural and urban areas. They are neither able to pursue further studies nor able to aspire for employment that earns them a decent livelihood. In the current scenario their empowerment is inevitable to ensure a harmonious living among different social groups. Their so called traditional sources of economic activities, predominantly as labourers in agriculture and unorganized sector, have become either doomed or reduced. Hence, the object is to make them entrepreneurs or self-employed to provide jobs to themselves and others. In the present scenario, the weaker sections in the society must break open their mind set and orient themselves towards taking up which could be a better means to empower them socially and economically.

The dramatic change in the social status of the Nadar community in Tamil nadu and Mahishya community in West Bengal in the last few decades indicate the power of business through entrepreneurship. Therefore honest efforts must be made in India constantly at all

1 Muhammad Yunus - Nobel Lecture". Nobelprize.org. 6 Nov 2011
http://www.nobelprize.org/nobel_prizes/peace/laureates/2006/yunus-lecture-en.html

levels to encourage people among the socially and economically backward communities to become employers, manufacturers, suppliers, vendors, dealers, distributors, agents and so on.

PROBLEM OF THE STUDY

"Entrepreneurship is a matter of skills, not cultural inheritance. That is why entrepreneurship may be one of the most important channels through which education raises economic productivity". *(World Development Report*, 1991:11).

The pace of entrepreneurship development in India, taken as a whole, has so far been gradual, and the process has been dominated for the most part by social groups which were already well established economically and politically. There have been lesser opportunities for participation by some groups of the society which were traditionally placed lowely. However, there have been some interesting exceptions to the general picture that Nadars in TamilNadu and Mahisyas in West Bengal, who were traditionally non trading communities, have proved to be successful in the area of entrepreneurship.

There were arguments as to whether enterprenurerial characteristics are born with people of certain communities and families with business backgrounds. It was questioned as to whether enterprenurerial qualities can be taught or trained and developed. It was also speculated that '*an individual is what he or she is'* and further held that significant change in personal traits is not possible.

Cunningham and Lischeron (1991) identified six schools of thought on entrepreneurship that explain what constitutes entrepreneurship. Of the six schools, three assert that entrepreneurial traits are innate and cannot be developed or trained in the classroom. The other three schools of thought hold that entrepreneurial skills and competencies can be acquired through formal training

Empirical evidence suggests that some aspects of human nature can be changed. Mc Clelland (1965) has addressed to this question based on his own training process. He

found that personal traits or competencies can be changed and therefore people can be motivated towards entrepreneurship. Followed by this, latter studies also have accepted the premise that personal attitude, traits, knowledge and skills can be changed through appropriate training and development. Responding to this only, the training academies like Entrepreneurship Development Institute of India- Ahmadabad provide work-based learning programs in order to simulate an environment in which entrepreneurial competencies can be developed among the prospective entrepreneurs across different communities.

According to Hagen (1962;p185), the basic cause of entrepreneurial change is the perception on the part of the members of some social group that their purpose and values in life are not respected by groups in society whom they respect and whose esteem they value (p.185). Hagen's approach is consistent with Mc Clelland's notion that "n-ach" and social status can be reached through entrepreneurship. For Hagen, marginality is the source of entrepreneurial energy.

The view was also supported by Geertz (1963) who observed that mere lack of status does not lead to entrepreneurship, instead, it is specifically withdrawal of status respect, resulting in a loss of prestige which in turn triggers an entrepreneurial response. Along the same lines, young (1971) found that entrepreneurship occurs when a group has a low status and has been denied access to mainstream socially but still has more resources than other marginal groups. Shapero (1975) generalized that most entrepreneurs are displaced persons who have been dislodged from their familiar niche.

Aldrich, Jones and McEvoy (1984 &1993) stated that discrimination by majority society restricts disadvantaged groups to have access to political power and social status and therefore such group members turn to the business sphere as a means of furthering their personal ambitions. Brenner (1987) has noted that entrepreneurship is often a way to fight adverse circumstances. Entrepreneurship is thus sometimes an adaptive response behavior to marginality. It may also be a means to social integration when other paths are closed.

In view of the findings discussed above, it can be generalized that entrepreneurship is indispensable for the survival of people across different social groups particularly the disadvantaged groups in any society. The present study, therefore, presumes that entrepreneurship is not a characteristic endowed with some society, group or a caste or a religion and so on. It further assumes that entrepreneurial qualities are widely distributed across people of different communities, religion, cultured backgrounds, under different conditions of life.

Development of entrepreneurship among marginalized, disadvantaged and backward communities, therefore, will enhance their socio and economic status in addition to creating a pluralistic society. It will also help to foster ideologies of self –reliance instead of a high level of dependence on the governments for any reservation benefits, employment opportunities or for any other economic obligations as the role of the government has become limited in the developmental activities.

In the Indian context, it is observed that, some social groups like, Marwarees, Gujaratis, Panjabis, Sindhis, and Vyshyas produce large number of capable and successful entrepreneurs, while others, particularly backward casts, fail to do so (David.B and Nancy S.Meyer.2007). It leads to questions as to what makes some people to possesses more entrepreneurial competencies than others? In other words, what qualities, skills or characteristics are possessed by these people that make them emerge as entrepreneurs and be very successful in their venture?

The present study, therefore, makes an earnest attempt in this direction to find out whether the portfolio of entrepreneurial competencies remains the same or differs among the entrepreneurs of backward and other communities? and further to discuss the nature of such competencies if they differ among the respondents.

NEED FOR THE STUDY

The above review of literature on entrepreneurship throw light on many issues of entrepreneurship. Some of them have made attempt to throw light on what enabled certain

classes of people to transform themselves in to an industrial class. Some scholars have made attempts to explore the emergence of entrepreneurship among different castes and religions in India. But all these studies hardly have left with any conclusive evidence to suggest the nature of entrepreneurial competencies possessed by entrepreneurs of different communities particularly among socially and economically backward communities in India.

Only a very little evidence exists on what prompted some of the members of socially and economically backward communities to enter in to entrepreneurial activities in India. Also the question of which class of entrepreneurs are endowed with the required entrepreneurial competencies than others has not been answered at all. Therefore the significant gap is available from the earlier studies have warranted the present study.

Such literature would be of much helpful to government and non- governmental organisations and banks and financial institutions to frame policies for the promotion of and development of entrepreneurship among the increasing number of prospective entrepreneurs particularly from socially and economically backward communities in India.

SCOPE OF THE STUDY

The term business has got a wider connotation including almost every human effort which is enterprising. Further every enterprising person can be called an entrepreneur. But to keep this study within the manageable limits, it is limited to include entrepreneurs registered under SSI with in Chennai district in the state of Tamilnadu. Further the study is concerned only with entrepreneurs who have registered on or after April 1, 1990 to March 31, 2000 and carry on their businesses only in the designated locations in Chennai city.

OBJECTIVES OF THE STUDY

The present study is primarily aimed at assessing the entrepreneurial competencies available between the backward and other community entrepreneurs. Specifically the study is intended:

1. To study the socio and demographic characteristics of entrepreneurs;
2. To study the nature of attitudinal competency among the respondent entrepreneurs;
3. To evaluate the nature of behavioural competency among the respondents; and
4. To assess the nature of managerial competency among the respondents.

HYPOTHESES

In furtherance of the analysis in line with above stated objectives, the following hypotheses have been framed.

1. There is no difference in the attitudinal competency among the entrepreneurs of different social groups;
2. There is no difference in the behavioural competency among different social group entrepreneurs;
3. There is no difference in the managerial competency among different social group entrepreneurs;

RESEARCH METHODOLOGY OF THE STUDY

The present study is basically an exploratory, evaluative and predictory in nature to empirically test the nature of entrepreneurial competencies found among the respondents among the backward and other community entrepreneurs in Chennai city. The study is primarily based up on the survey method with the help of primary data collected through the interview schedule.

The instrument was developed in different stages. At the first stage, a total of 17 competencies were identified by a synthesis of the review of earlier studies. At the second stage, the list was given to a panel of 15 experts including scholars, experts in the field of psychology and entrepreneurship and practicing entrepreneurs drawn from the location of the study to add any other competency attributes required to be included and at the same time to eliminate any attribute found to be redundant or irrelevant. This process has added 12 more and eliminated 2 competencies from the preliminary list and making it a list of 27 attributes to be studied. At the final stage, the list of 27 entrepreneurial competency attributes were given to 10 entrepreneurs in the study area for validation with a request to add or eliminate and to rate each attribute as either relevant or irrelevant to entrepreneurs in Chennai city. All the 10 entrepreneurs have responded positively and returned the validated list of 25 attributes to be important for an entrepreneur in Chennai city by dropping two items from the list.

The panel of experts was also requested to classify all the 25 attributes in to different groups and give them an appropriate heading for the purpose of easy analysis and reporting. Accordingly the attributes were classified in to three groups namely attitudinal group with 7 attributes, behavioral competency with 10 attributes and managerial competency with 8 attributes. The portfolio of these competencies included the knowledge, skills, attitudes, behaviors that Chennai entrepreneurs required to be successful.

The primary data to be collected included 14 demographic, 5 organizational variables and 25 attributes of entrepreneurial competencies grouped in to three domains namely attitudinal, behavioral and managerial competencies. Each competency dependent variable was tested in the light of Likert's Five Point Scale by using 5 statements (dimensions) to elicit the respondent's opinion in order to assess the nature of such competency among the entrepreneurs between community groups in the presence of demographic variables.

Population and Sample of the Study

The population of the present study includes working entrepreneurs drawn from different social groups who have registered with the Department of Industries and Commerce, Govt. of Tamilnadu during 1990 to 2000 under tiny and small scale sector. There were 480 SC/ST registered entrepreneurs, 614 MBCs, 996 OBCs and 369 Other caste entrepreneurs, aggregating to a population of 2459 entrepreneurs, in the study areas. Stratified random sampling technique was applied and a sample of 343 entrepreneurs from the population of the study area by using the sampling formula.

All the sample respondents were practicing entrepreneurs and most of them had a busy schedule in attending their businesses. Most of them could not even spare time to fill in the questionnaire. Therefore the researcher was resorted to interview schedule to collect the primary data. The instrument questionnaire was given to all the 343 sample respondents. However, 211 respondents have positively responded.

The primary data included demographic, organizational variables and attributes of entrepreneurial competencies. The secondary data in respect of list of the registered entrepreneurs was collected from the Directorate of Industries and Commerce of the Government of Tamilnadu. In addition to this, the list of entrepreneurial competency variables and other secondary data was obtained from published reports and research papers etc.

Location of the Study

The study was conducted from the entrepreneurs who have established their businesses and industrial undertakings in the Corporation limits of Chennai, the capital city of the state of Tamilnadu, one of the economically developed states in India (Taub & Taub, 1989). Chennai city being one of the metropolitan cities in India, has large number of registered industrial and commercial establishments in small, medium and large scale sectors like in Ahmadabad, Mumbai and Calcutta. Therefore Chennai was decided to be the region for the present study to assess entrepreneurial competency among the

SOCIALLY AND ECONOMICALLY BACKWARD COMMUNITIES. Further, Chennai city was stratified in to different areas on the basis of density of the respective caste entrepreneurs for the purpose of collection of primary data. Accordingly Mettupalayam was selected for SC&ST entrepreneurs, Washermanpet and Korukkupet for MBCs, Chindaripet for OBCs and Parrys for OTHER category entrepreneurs. These locations were identified based on the information provided by the Department of Industries, Govt. of Tamilnadu.

For the purpose of analysis and interpretation, this study divides the caste groups in to two namely, socially and economically backward communities on the one side and other communities on the other side. The first and main group of the study includes scheduled cases / scheduled tribes and most backward castes and here in after this group will be called backward communities. The second group includes other backward and forward casts and here in after this group will be called other communities. Other community group also includes Muslim and Christian respondents as they neither come under scheduled cast or scheduled tribe nor they come under most backward communities in the state of Tamilnadu.

TOOLS OF ANALYSIS

The tools used in the study are as follows.

Simple descriptive statistics such as Mean, Standard deviation and 't' tests and 'F' tests were used wherever it was necessary to find the difference if any, in the level of opinion between entrepreneurs across different social groups.

MANOVA ***(One Way Multivariate Analysis of Variance)*** was used to ascertain whether entrepreneurial competencies differ or not between entrepreneurs of backward and other communities.

Two-Way MANOVA was also used to analyze the effect of Community in the presence of other demographic factors on entrepreneurial competency between backward and other community entrepreneurs.

Further, to explore the effect of the independent factors on each dependent variable individually, univariate analysis was conducted as a follow up of MANOVA (Field, 2005).

To find out the suitability of these tools of analyses, the tests like effect size (partial eta squared) and observed power (prediction power) were used and the results were tested with the 'F' statistics, 't'-test and also the Tukey's HSD post hoc-tests.

PERIOD OF THE STUDY

The present study was conducted during the period between 2005 to 2010.The period was used for the purpose of reviewing the literature on the concepts of entrepreneurship, entrepreneurial competency, reviewing the earlier studies, establishing rapport with the Directorate of Industries and Commerce, familiarizing with the entrepreneurs in the study area, collection of primary data, processing the data through the statistical packages like SPSS, analyzing the results and finally writing the report.

LIMITATION OF THE STUDY

This study being dependent upon the primary data, it may suffer from its inherent weaknesses like the information based on the entrepreneurs judgment of facts, memory power, temptation of the respondents to not to disclose their weakness etc. Therefore the study results may have implications only in case of conditions similar to the present one.

CHAPTERISATION OF THE STUDY

The study is divided in to seven chapters including the present one.

Chapter I **Introduction**

This chapter gives a brief introduction, the definitions and meaning of entrepreneur, entrepreneurship, and entrepreneurial competency and the relationship between competency of the entrepreneurs and the successful performances of business enterprises. Further it presents the research design of the study and finally the chapterisation.

Chapter II **The Concept of Entrepreneurial Competency and Review of Earlier Studies**

This chapter broadly describes the concept of entrepreneur, entrepreneurship and entrepreneurial competencies. This chapter also presents an over view of the review of earlier studies in the field of entrepreneurship with special reference to entrepreneurial competency.

Chapter III **Demographic and Organisational Characteristics of the Entrepreneurs**

This chapter presents an outline of the social and demographic characteristics of the sample entrepreneurs of the study.

Chapter IV **Assessment of Attitudinal Competency of the Entrepreneurs**

This chapter analyses the nature of attitudinal competency and evaluates the same across different social group entrepreneurs.

Chapter V **Assessment of Behavioral Competency of the Entrepreneurs**

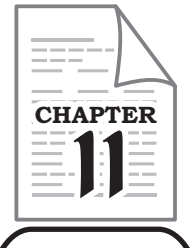
This chapter analyses the nature of behavioral competency and evaluates the same across different social group entrepreneurs.

Chapter VI **Assessment of Managerial Competency of the Entrepreneurs**

This chapter analyses the nature of managerial competency and evaluates the same across different social group entrepreneurs.

Chapter VII **Summary, Findings, Conclusions and Suggestions**

This chapter summarizes the whole study, brings to light the major findings and have attempted to give suggestions based upon the findings and finally concludes the outcome of the study.



THE CONCEPT OF ENTREPRENEURIAL COMPETENCY, COMPETENCY MODEL AND REVIEW OF EARLIER STUDIES

Introduction

Competency – the concept and components

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CHAPTER II

THE CONCEPT OF ENTREPRENEURIAL COMPETENCY AND REVIEW OF EARLIER STUDIES

INTRODUCTION

The focus of organizations has been changed in favour of being excellent in their respective areas of operations. But the firm's performance is inevitably constrained by the opportunities and the threats that are presented by a number of factors including its environmental conditions, in which the firm operates (J.Covin & Slevin, 1989; Entrialgo et al., 2001; Naman & Slevin,1993; Tsai, Mac Millan,&Low,1991;Zahra,1993). Under these circumstances small and medium enterprises are more vulnerable to external influences than large firms (Entrialgo et al.,2001; Stokes,2006). However smaller firms are also better placed than larger firms to respond to their environments and the opportunities it presents in a way that serves their interests (Rice,2000). It is important that the entrepreneurs must react with the environment proactively in order to minimize the negative effect of the challenging business environments. The entrepreneurial competency comes in to play its critical role in taking such proactive approaches with the environment.

Therefore, the role of an entrepreneur's competency is highly a critical factor in achieving excellence in performance to ensure a sustainable growth and success of a venture amidst a competitive business environment. Therefore the importance of entrepreneurial competency has been increased during the past few decades due to the strategic role played by the human factor particularly the entrepreneur of a business enterprise.

The person behind the successful performance is called the entrepreneur and the caliber required to carry on his business successfully is called his competency. The focus of the present study is on the entrepreneur of a business organization and his competency required to carry on the business successfully.

It was suggested that the entrepreneur's demographic characteristics, attitudinal, behavioral, managerial and technical competencies are often cited as the most influential factors related to the performance of small and medium sized enterprises (Man, Lau and Chan, 2002; Noor et al., 2010). Further, the policies, the programmes and strategies of a business are basically depend on the personal competency of its entrepreneur which in turn influence the profitability of the firm. (Morris, Schindehutte and Allen, 2005). Keeping in mind the critical role of an entrepreneur in the venture performance, the present research focuses on the concept of entrepreneurial competency without denying the importance of other factors which contribute to the successful performance of an enterprise.

COMPETENCY – THE CONCEPT AND COMPONENTS

Literature review suggests that definitions of competency may be drawn from the domain of knowledge, skill, attitude and performance indicators. The term competency has a number of definitions which depend on the specific task to be performed by individuals under different conditions. These definitions differ on different counts.

Competency was first popularized by Boyatzis (1982), who performed a comprehensive study of over 2000 managers and he identified and assessed over a hundred potential competencies. He defined competency as, "A capacity that exists in a person that leads to behavior that meets the job demands within the parameters of organizational environment, and that, in turn brings about desired results." The competency is considered to be an underlying characteristic that an individual brings to a job situation, which can result in effective and/or superior performance in such job.

David McClelland claimed that competencies could be used for predicting job performances and further he held that competencies were not biased by race, gender or socio-economic factors. His study helped to identify performance aspects which are not attributable to a worker's intelligence or degree of knowledge and skill.

Spencer and Spencer (1993) define "a competency as an underlying characteristic of an individual that is causally related to criterion referenced effective and/or superior

performance in a job or situation. Similarly, "A Competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job" (UNIDO, 2002).

Although theses definitions vary in different forms, however the following components are found commonly in all the definitions:

Competency is composed of knowledge, skills, abilities and other characteristics which underlie effective or successful job performance;

These competency attributes are observable and measurable; and These attributes distinguish between superior and other performers.

In fact, the competency is a wider concept which includes the knowledge, attitudes, behaviors and skills which help a person capable of transforming his ideas in to realities with an excellence in its performance in a given context. It does not refer to those behaviours which do not demonstrate excellent performance. Therefore, they do not include knowledge, but do include "applied" knowledge or the behavioral application of knowledge that produces success. In addition, competencies do include skill, but only the manifestation of skills that produce success. Finally, competencies are not work motives, but do include observable behaviors related to motives.

THE CONCEPT OF ENTREPRENEURIAL COMPETENCY

The business operation is considered to be very complex in a competitive business environment which is constantly changing with fast technological advancements. An entrepreneur is expected to interact with these environmental forces which require him to be highly competent in different dimensions like intellectual, attitudinal, behavioral, technical, and managerial aspects. Entrepreneurs are therefore permanently challenged to deploy a set of competencies to succeed in their entrepreneurial endeavors.

Based on the work of Boyatzis (1982), entrepreneurial competencies are defined as underlying characteristics possessed by a person which result in new venture creation,

survival, and/or growth (Bird, 1995). These characteristics include generic and specific knowledge, motives, traits, self-images, social roles, and skills that may or may not be known to the person (Boyatzis, 1982). That is, these characteristics may be even unconscious attributes of an individual. Some of these competencies are innate while others are acquired in the process of learning and training and development.

Muzychenko and Saee (2004) differentiate between innate and acquired aspects of competencies of an individual. The former involve traits, attitudes, self image and social roles and are sometimes referred to as "internalised elements" (Bartlett & Ghoshal, 1997) and the latter involve components acquired at work or through theoretical or practical learning (i.e., skills, knowledge, and experience), and they are often referred to as "externalised elements" (Muzychenko & Saee, 2004). The internalised aspects of competencies are difficult to change, whereas the externalised elements can be acquired through proper training and education programs and need to be practised (Garavan & McGuire, 2001; Man & Lau, 2005). In the context of a small business enterprise, these competencies are normally studied as characteristics of the entrepreneur, who owns and actively manages the business (Gibb, 2005; McGregor & Tweed, 2001).

Stuart and Lindsay (1997) similarly also defined competencies as a person's skills, knowledge, and personal characteristics. Entrepreneurial competencies have also been understood in terms of traits, skills and knowledge (Lau et al., 1999).

For the purpose of the present study, entrepreneurial competencies are defined as individual characteristics that include both attitudes and behaviours, which enable entrepreneurs to achieve and maintain business success. Specifically, in this study, entrepreneurial competencies are comprised of the entrepreneur's motives, traits, self-image, attitudes, behaviours, skills, and knowledge (Boyatzis, 1982; Brophy & Kiely, 2002).

CONCEPT OF ENTREPRENEUR - A Historical Perspective

The term entrepreneur was first used by Richard Cantillon in his essay on "The Nature of Commerce" (1755). According to him an entrepreneur was one who buys factor services at certain prices in order to combine them to produce a product and sell it at uncertain prices at the moment at which he commits himself to his costs. This analysis recognizes that an entrepreneur has the willingness to bear risk. Cantillon viewed the term entrepreneur from the supply side and ignored the demand side.

It can also be supplemented with Hoselitz's (1951) words. The word entrepreneur comes from the French word 'entreprendre', which means'to do some thing, and it was originally used in the Middle Ages in the sense of a 'person' who is active, who gets things done.

The term entrepreneur was later applied to architects. Seeing such activities as the entrepreneurial function, Bernard f.de.Bolidor,Says and Hoselitz, defined it as buying labour and material at uncertain prices and selling the resultant product at a contracted price. (Gautam, 1979).

Vesper (1980) mentions that there are 11 types of entrepreneurs operating in the community. However, all of Vesper's types are private sector related. Ciastkowski and Vailey (1990) write: "It is of interest to note however that when entrepreneurs are defined, they are rarely characterized by the pursuit of financial gain. Thus persons who work in the public or social system might also be defined as entrepreneurs if the entrepreneurial processes of searching for opportunities and accessing resources are applied to this public or social role."

Harold (1994) stated that entrepreneurs take personal risks in initiating change, and they expect to be rewarded for it. They need some degree of freedom to pursue their ideas, this inturn requires that sufficient authority be delegated.

Sarmah and Singh (1994) stated that an entrepreneur is one who can transform raw materials into goods and services, who can effectively utilize physical and financial resources for creating wealth, income and employment, who can innovate new products,

standardize or upgrade existing products for creating new markets and new customers.

Based on the above review, the present research views an entrepreneur as a change agent, an innovator who is also a risk taker, who exploits business opportunities in his environment and utilize resources effectively to develop new technologies, produces new products and services to maximize his profits and contributing significantly to society's development. This view encompasses the desire of the entrepreneur to maximize profit and contribute to economic and social well being of the society. It shows the entrepreneur as one who is also imbued with the ability to organize a business venture with the desire to achieve valued goals or results. He is a catalyst of economic or business activities. The compound of all these attributes in operation may be termed as 'entrepreneurship'

THE CONCEPT OF ENTREPRENEURSHIP

Increasing attention is being given to entrepreneurship as a component of economic growth. Entrepreneurship plays a vital role in the economic development of any country and it can be as well linked to economic growth and ultimately to the overall prosperity of any nation.

Entrepreneurship is a critical factor in social and economic development of a country has been amply documented in the literature in development economics (Baumol 1968 : Harbison , 1956 : Harbison & Meyer, 1959 : Leibenstein, 1968, 987: Schumpeter, 1934, 1950), sociology (Cochran ,1971: Etzioni, 1987: Young, 1971),social psychology (Mc Clelland , 1961: Schatz,!965),and strategic management (Drucker ,1985.).

Sociologists maintain that certain cultures are more effective in promoting entrepreneurship than others (Shapero and Sokol, 1982: Young, 1971). They suggest a need for a national programme of social enlightenment to promote entrepreneurial values and related sociological qualities among non-traditional entrepreneurial classes.

Social psychologists, on the other hand, associate entrepreneurship with certain psychological characteristics and traits that members of a society exhibit. These traits include need for achievement (McClelland, 1961), propensity to take risk, and locus of control (Brockhaus, 1982) and so on. Policy implications stemming from this view

have emphasized the provision of rigorous training to particular individuals in order to instill the psychological qualities necessary for entrepreneurial success. For example, McClelland (1961) argued that the "urge to achieve" i3oted across different social groups subject to the condition that the members of such groups develop their entrepreneurial competency.

THE THEORITICAL PERSPECTIVES

Entrepreneurship was developed in a systematic way since the beginning of industrial revolution in Europe. Many scholars have taken multiple approaches to the study of entrepreneurial development. They all have differed in their approaches and it was understood that no single factor was attributed to the emergence of entrepreneurship.

However, there have been efforts to bring out few variables to analyze entrepreneurship. For instance, ethical values (Spirit) are said to be dominant factors for the growth of capitalism, i.e., entrepreneurial behaviour (Max Weber). Minority group morale and status withdrawal is said to be the cordial principle for entrepreneurial development (E. Hagen). Psychological need for achievement motivation (David McClelland) is said to be responsible for accomplishing industrial development. Boulding and Hoselitz argued that it is the political system which determines the happening of entrepreneurship. For a few others exposure to new ideas and opportunities (Tripathi and Sharma) explain the occurrence of entrepreneurship. Thomas Tim berg and K.L. Sharma postulate the importance of family background in the development of entrepreneurship. However, it must be said that the few variables as have been suggested by various authors are not the only causative factors. The stress is on the point that these variables are the important ones out of several variables.

Out of a large number of theories having a bearing on entrepreneurial characteristics, behaviour and competency, a two-fold categorization has been made for the purpose of the present study. In the first category are the theories which fall within the realm of psychology and in the second category is the theories having sociological basis. Those

advocated psychological theories include J.A. Schumpeter, D.McClelland. E.Hagen and John Kunkel. The theories having sociological orientation are postulated by Max Weber, Cochran, Frank Young and Hoselitz.

PSYCHOLOGICAL THEORIES OF ENTREPRENEURSHIP

J.A. Schumpeter (1947) has given a model of economic development. According to Schumpeter, entrepreneurs renew the economic activities by introducing new ideas, new processes, new products and services for the development of an economy.

McClelland found high correlation between the need for achievement motivation (n/ach) and successful economic activities in his study of motivational orientation. He has viewed that Jains and Parsis in India progressed economically due to high degree of their need for achievement motivation as a result of their child rearing practices. K.L. Sharma explains that McClelland comes closer to Weber when he takes legends, child rearing practices and ideologies as factors generating need for achievement motivation because these reflect ethical values too. McClelland tries to relate motivation directly with entrepreneurship assuming that it is the immediate cause of the entrepreneurship.

Hagen stated that the disadvantaged minority group is mostly the source of entrepreneurship. He argues that the forces of disruption against the stability of traditional society will be powerful to have creative personalities. The 'withdrawal of status respect' may occur when a traditionally alike group is displaced by force from its previous status by another traditional group, or when any superior group changes its attitude toward a subordinate group, or on migration to other place or a new society.

The historical views imply that entrepreneurs are not equally distributed in the

population, and the minorities, on the basis of religion, ethnic, migration or displaced elites have provided most of the entrepreneurial talent but not all the minority groups are the sources of entrepreneurship.

However Kunkel argues that the marginal situation is not the guarantee for the growth of entrepreneurship. There must be some additional significant factors at work. Kunkel's model suggests that entrepreneurial behavior is a function of the surrounding social structure and it is influenced by manipulable economic and social incentives. Therefore, his model is based upon experimental psychology but identifies sociological variables as the determinants of entrepreneurial growth.

SOCIOLOGICAL THEORIES OF ENTREPRENEURSHIP

Max Weber analysed religion and its impact on economic aspect of the culture. According to him, religious beliefs are the driving force for generating entrepreneurial activity. The beliefs play a very crucial role in determining the future course of action on the entrepreneurs. He observed that the spirit of entrepreneurial growth depends upon a specific value orientation of individuals and it is generated by ethical values. His observations were based on the relationship that he found between protestant ethic and the spirit of capitalism. It was also found to be true in the Indian context of communities.

But in the Indian context, Tripathi observes that the commercial development of Jains is not due to their ethic but it is due to their emergence from Hindu Vaishya, i.e. the traditional commercial community in India. He also disagrees that caste has restriction on people of non-business strata to enter manufacturing as he observes that several Brahmins have entered into manufacturing concerns. Therefore Weber's model is not adequate to explain or to analyse the entrepreneurship in Indian situation as it is developed from the

western social system.

Young's theory of entrepreneurship is a theory of change based on society's incorporation of reactive sub-groups. According to Young's theory, entrepreneurship emerges in a group if the following conditions coincide:

- when a group experiences low status recognition;
- when they are denied of access to important social networks;
- when the group has better institutional resources, than other groups in the society at the same level, then the entrepreneurship emerges.

Tripathi observes that the common factors between Parsi and Hindu entrepreneurs was not the religious values but their exposure to new ideas and values. K.N. Sharma explains the process of entrepreneurial spread by analyzing the differential responses of the social groups to the opportunities provided by the commitment of the political system to industrialization. Both of them agree on the ideology that exposure to new ideas leads to entry in manufacturing and success therein. But they differed on emphasizing the traditional collectivities and group affinities based on religion, region and caste (K.N. Sharma) and formal education (Tripathi).

APPROACH OF THE STUDY

Early research into entrepreneurship often focused on the psychological characteristics of entrepreneurs. Trait approaches were often employed, and long lists of entrepreneurial traits were identified.

Studies have held that the potential entrepreneur can be identified through the examination of key attitudes and intentions (Carsrud and Krueger 1995; Krueger and Brazeal 1994; Krueger 1995). Empirical studies show that intention is the single best

predictor of human behavior (Ajzen 1991; Kim and Hunter 1993).

But it was held by different studies that entrepreneurial potentials are not found with all individuals (Learned 1992). Shapero (1981) introduced the notion of entrepreneurial potential. According to him, potential entrepreneurs surface and take the initiative when an attractive opportunity presents itself. Individuals perceive opportunities. For an opportunity to be seized, someone must first recognize it as a personally viable opportunity. When potential entrepreneurs and opportunities coincide, entrepreneurial behavior may take place, and a new firm can be founded. Thus, the joint occurrence of two events is critical for the emergence of entrepreneurship and as a result creation of a new firm. The first is the presence of an opportunity suited for a new firm and the second is a person who is able and willing to take advantage of an entrepreneurial opportunity. Hence, before there can be an entrepreneurship, there must be an individual who is competent for entrepreneurship, whether in a community seeking to develop or in a large organization seeking to innovate (Krueger and Brazeal 1994).

Measures of entrepreneurial potential often relate to various personality profiles and demographic characteristics with minimal predictive validity (e.g. Carsrud et al. 1993). It is surprisingly difficult to distinguish entrepreneurs from non-entrepreneurs. It is even more difficult to differentiate the potential entrepreneur, if we rely on personality or demographic data. Although it has been claimed that personality factors have the least predictability, yet there are good number of studies to prove that personality factors or characteristics or otherwise known as competency, could well be used to predict entrepreneurship in a given group.

The influence of an entrepreneur is addressed by the competency approach from a process or behavioral perspective. Entrepreneurial competencies are considered a higher-level characteristic encompassing personality traits, skills and knowledge, and therefore can be seen as the total ability of the entrepreneur to perform a job role successfully.

According to Bird (1995), competencies are seen as behavioral and observable but only partly intrapsychic characteristics of an entrepreneur. Consequently, competencies

are changeable and learnable, allowing intervention in terms of the selection, training and development of entrepreneurship

The main advantage of using this approach is that it offers us a way to investigate entrepreneurial characteristics that have long-term effects and closer links to organizational performance. Twenty five major areas of entrepreneurial competencies are identified for the present study which include : Concern for high quality, Self confidence, Locus of control, Dealing with failures, Tolerance for ambiguity, Self esteem, Performance, Initiative, Sees and acts on opportunity, Persistence, Assertiveness, Need for achievement, Need for autonomy / power, Risk –taking, Drive and energy, Innovation, Creativity, Information seeking ,Systematic planning, Problem solving, Persuasion, Goal setting & perseverance, Communication ability, Technical knowledge and Social skills.

We have examined previous empirical studies in entrepreneurial competencies in an attempt to categorize all of the identified competencies into relevant activities or behavior in business start up and its sustenance. Consequently, twenty five competencies are identified for this study and they are grouped in to attitudinal, behavioral and managerial competency domains for the purpose of analysis and reporting.

THE COMPETENCY MODEL OF THE STUDY

The competency model of the present study consists of two sections. The first section (Table II.1) deals with the main theme of the study namely entrepreneurial competencies and the second section (Table II.2) deals with the antecedents of entrepreneurial competencies.

Table II.1
Entrepreneurial Competency Dependent Variables (Domain wise)

Attitudinal Competency	Behavioural Competency	Managerial Competency
A1. Self Confidence (S2, S9, S16, S23, S30)	B1.Initiative (S36, S46, S56, S66, S76)	M1.Information seeking (S86, S93, S100, S107, S114)
A2. Self Esteem (S6, S13, S20, S27, S34)	B2.Acting on opportunity (S37, S47, S57, S67, S77)	M2.Systematic planning (S87, S94, S101, S108, S115)
A3. Dealing with Failures (S4, S11, S18, S25, S32)	B3.Persistence (S38, S48, S58, S68, S78)	M3.Problem solving (S88, S95, S102, S109, S116)
A4. Tolerance for Ambiguity (S5, S12, S19, S26, S33)	B4.Assertiveness (S39, S49, S59, S69, S79)	M4.Persuation (S89, S96, S103, S110, S117)
A5. Performance (S7, S14, S21, S28, S35)	B5.Need for achievement (S40, S50, S60, S70, S80)	M5.Goal setting & Perseverance (S90, S97, S104, S111, S118)
A6. Concern for High Quality (S1, S8, S15, S22, S29)	B6.Need for autonomy (S41, S51, S61, S71, S81)	M6.Communication Skill (S91, S98, S105, S112, S119)
A7. Locus of Control (S3, S10, S17, S24, S31)	B7.Risk-taking (S42, S52, S62, S72, S82)	M7.Technical knowledge (S92, S99, S106, S113, S120)
	B8.Drive and energy (S43, S53, S63, S73, S83)	M8.Social skill (S121, S122, S123, S124, S125)
	B9.Innovation (S44, S54, S64, S74, S84)	
	B.10.Creativity (S45, S55, S65, S75, S85)	

Note :

1) Alphabets like A1 to A7 refer to attitudinal competency attributes ; B1 to B 10 refer to behavioral competency attributes and M1 to M 8 refer to managerial competency attributes

2) Alphabets like S1, S2, S3 to S 125 indicate the serial number of the relevant statement in the questionnaire and so on

The first section is the core area of the study and it is composed of twenty five dependent variables. The second section consists of two set of antecedents of entrepreneurial competency independent variables. The first set of independent variables deals with community of the respondents and second set deals with thirteen other demographic independent variables.

In the first section, as shown in table 1, the entrepreneurial competency variables are grouped under three domains namely attitudinal, behavioural and managerial competencies.

These domains are basically concerned with the nature of attitudinal strength, the nature of behavioural pattern and the nature of managerial capability of the entrepreneurs.

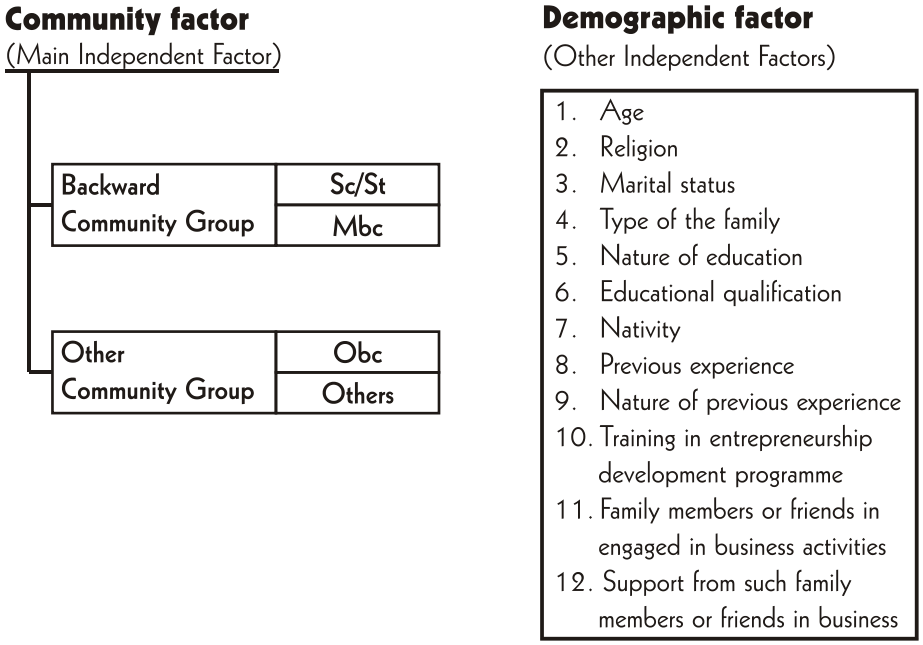
The first domain attitudinal competency consists of seven attributes. These variables constitute the building up of the attitudes of entrepreneurs. The second domain of the entrepreneurial competency deals with the behavioural pattern of the entrepreneurs. The behavioural competency includes ten variables. The third domain, namely managerial competency, consists of eight dependent variables and they are used to assess the nature of managerial competency among the entrepreneurs.

Each entrepreneurial competency dependent variable was tested in the light of five dimensions (statements) to elicit the respondent's opinion in order to assess the nature of such attribute among the entrepreneurs between backward and other community entrepreneurs in the presence of demographic variables. The five statements included one negative statement in order to cross check the correctness of the respondent's opinion.

The second section deals with the community (caste or the social group to which they belong) and other demographic characteristics of the respondents as given in table II.2. The sample respondents of the study were classified in to Scheduled cast/scheduled tribe, Most backward casts, Other backward casts and Other casts. Further these castes were divided in to two community groups namely socially and economically backward communities on the one side and other communities on the other side. The respondents who belong to Scheduled cast/Scheduled tribe and Most backward casts were further grouped under Socially and economically backward communities, herein after it will be called backward community group. Other community group included respondents belonging to Other backward casts and Other casts including Muslim and Christian respondents. The research study is basically aimed at evaluating the entrepreneurial competencies among socially and economically backward communities in Chennai city. Since the study is basically concerned with the entrepreneurial competency of the backward community groups, the other community group is included as a control group of the study. The community variable was identified as the main independent factor to find out its effect on

the entrepreneurial competency among the entrepreneurs of different social groups. An attempt is made in the present study to evaluate the impact of community factors on the attitudinal, behavioural and managerial competencies of the entrepreneurs.

Table II.2
Antecedents of Entrepreneurial Competencies



Note: **Sc/St: Refers to Scheduled caste/Scheduled tribe** **Mbc: Refers to Most Backward caste**
Obc: Refers to Other backward caste **Others: Refers to Other castes**

The present study seeks to understand the influence of the antecedents of entrepreneurial competencies that have received attention in the entrepreneurship literature. In her proposition towards a "Theory of Entrepreneurial Competencies", Bird (1995) suggests that it is worth looking at education, prior work experience, and industry experience as factors that could influence the development of entrepreneurial competencies. A number of studies support this view. For example, Chandler and Jansen (1992) found that education, to some extent, contributes to the development of the competencies of business founders. Krueger and Brazeal (1994) indicate that prior work experience could potentially improve one's skills and abilities, particularly in recognising business opportunities. Maxwell and Westerfield (2002) argue that an entrepreneur's innovativeness, which is an aspect of his/

her competencies, depends largely on the level of his/her formal education as well as prior managerial experience.

Building on these arguments, the present study also tests for the influence of the twelve other demographic characteristics as given in table II. 2 on entrepreneurial competencies of the respondents.

COMPONENTS OF ENTREPRENEURIAL COMPETENCIES

ATTITUDINAL COMPETENCY ATTRIBUTES

An attitude is a hypothetical construct that represents an individual's degree of like or dislike for something. Attitudes are generally positive or negative views of a person, place, thing, or event. Attitudes are judgments of an individual. `Attitudinal Competency` is the ability to select, maintain or adapt one's best attitudes for the present. Behaviour in a given situation can be viewed as a function of the individual's attitude towards the situation.

Self Confidence

Self-confidence is an essential trait in an entrepreneur because he is regularly called upon to perform tasks and make decisions that require great amounts of faith in himself. He needs to have a strong but realistic belief in himself and his ability to achieve the predetermined goals.

Self Esteem

Self-esteem of an entrepreneur represents his ability to develop healthy confidence and respect for himself. He feels confident for being capable for life, able and worth or to feel right to achieve happiness. An entrepreneur respects himself and defends his own interest and needs.

Dealing with Failures

Entrepreneurship is about getting up whenever the business fails, and learning from that failure. An entrepreneur believes that failure is part of the entrepreneurial process, and often without it, success would not be possible. Further he is able to make mistakes, learn from them, and quickly recovers and changes his direction and moves into the future.

Tolerance for Ambiguity

In the entrepreneurial process tolerance for ambiguity refers to the ability of an entrepreneur to perceive ambiguous situation as desirable, challenging, and interesting and neither denies nor distorts their complexity of incongruity.

Performance

A successful entrepreneur perceives that his performance is different from others. He believes that it is his high performance which ultimately differentiates him from low performers.

Concern for high quality

An entrepreneur perceives concern for high quality of his products and services to meet or surpass existing standards of excellence in a faster, better and cheaply. By doing this an entrepreneur remains ahead of others in the market place.

Locus of Control (LOC)

Locus of control is the system of belief of an individual who perceives the outcome of an event as being either within or beyond his personal control. Entrepreneurs tend to believe in their own ability to control the outcomes to their efforts by influencing the existing environment, rather than leave everything to luck. They strongly believe that they can shape their own destiny.

BEHAVIORAL COMPETENCY ATTRIBUTES

Behavioral competency of an entrepreneur refers to the underlying charecteristics having casual relationship with effective or superior performances in the process of carrying on his business activities. The following attributes are tested in order to assesses and find out the nature of behavioural competency among the respondents.

Initiatives

Initiative of an entrepreneur refers to his behavior with a preference for taking action on different responsibilities or6 assignments. It further denotes that he is able and willing to do more than what is required or expected of him in a job.

Sees and Acting on Opportunities

Sees and acting on opportunities refers to the unique entrepreneurial behavior which helps him to be alert to information and ability to process it in order to identify and recognize the potential business opportunities even before his competitor.

Persistence

Persistence of an entrepreneur denotes the ability which keeps him constantly motivated even when he is confronted by obstacles that seem insurmountable and willing to keep trying when things go wrong, and accepts that, ultimately, it is he who has to make his dream come true. Entrepreneurs seldom give up when things are not going well.

Assertiveness

Assertiveness of an entrepreneur is about his behavioral aspect that affirms his rights or point of view without either aggressively threatening the rights of others (assuming a position of dominance) or submissively permitting others to ignore. Successful entrepreneurs for the most part are assertive.

Need for achievement

Successful entrepreneurs are charecterised by a need for achievement which motivates them to take up responsibilities for finding solutions to problems. Further this quality helps them to set challenging goals for themselves, assume personal responsibility for the goal accomplishment and they are highly persistent in the pursuit of these goals.

Need for autonomy

The need for autonomy of an entrepreneur is characterized by a drive to control and influence others, a need to win arguments, a need to persuade and prevail. Research studies had asserted that strong need for autonomy/ power/ control/ influence usually will let the enterprises in to trouble because doctorial, adversarial, and domineering styles make it very difficult to attract and keep people who thrived on achievement, responsibility and results. Therefore successful entrepreneurs have high need for achievement while low need for power.

Risk-taking

Entrepreneurs are essentially persons who take decisions under uncertainty and therefore they are willing to bear risk. Entrepreneurs are usually moderate risk takers. However, successful entrepreneurs will always prefer to take on those risks that they can manage.

Drive and energy

Entrepreneurs are driven to succeed and expand their business. They are always on the move, full of energy and highly motivated. They are driven to succeed and have an abundance of self motivation.

Innovation

Innovation refers to the behavior pattern of an individual who has interest and desire to seek changes in techniques and ready to introduce such changes into his operations when practical and feasible.

Creativity

An entrepreneur is said to be creative when he is able to identify a gap in the market and think up a product or service to meet that gap. Creativity of an entrepreneur also implies the ability to do old thinks in a new way or able to give new solutions.

MANAGERIAL COMPETENCY ATTRIBUTES

Managerial Competency of an entrepreneur is the ability to direct his staff and define the expected outcomes clearly and finally to get the things done at the best and cheapest ways and means. Managerial competency is an approach to managing others and to ensure optimal use of available resources in meeting organizational objectives on a sustained basis.

Information seeking

An entrepreneur has an urge to look for the required information in order to make an informed decision, for example, selecting, starting and successfully managing the desired business. This calls for the entrepreneurs to personally seek and obtain information that is required to enable him make decisions and improve knowledge on his/her business.

Systematic planning

An entrepreneur is expected to have systematic planning which will help him to prepare an action plan for every area of operation in order to achieve the pre determined goals.

Problem solving

Problem solving refers to the application of appropriate knowledge and skills in order to solve a problem arising while carrying on the business. It requires an entrepreneur to have creative thinking in order to understand the various techniques involved in resolving different problematic issues of a business.

Persuasion

Persuasion in entrepreneurship refers to the ability of entrepreneurs to link, convince and influence other individuals, groups, agencies, creditors, debtors, customers and even competitors in order to create a contact and maintain good rapport.

Goal setting & Perseverance

Goal setting refers to the ability of an entrepreneur to set clear and specific goals and objectives. Successful entrepreneurs are able to achieve great things only by overcoming the obstacles that stand in their way. Therefore they need to have perseverance which implies commitment, hard work, and patience, endurance apart from being able to bear difficulties calmly and without complaint.

Communication Skill

Communication skill refers to the ability of an entrepreneur to transfer ideas, plans, policies and programmes to employees, debtors, creditors, customers and everyone who is connected with the business in order to inform, influence and to express his feelings.

Technical knowledge

An entrepreneur needs to address the rapid technical changes in the industry. Higher levels of technology must be introduced in the production methods in order to achieve productivity demands. Therefore he must up date his technical knowledge in order to serve customers quickly and more effectively.

Social skill

Social skill of entrepreneurs include social perception (the ability to perceive others accurately), expressiveness (the ability to express feelings and reactions clearly and openly), impression management (skill in making favorable first impressions on others), and social adaptability (proficiency in adapting one's actions to current social contexts) in the process of managing his business.

REVIEW OF EARLIER STUDIES

The literature on entrepreneurship throws light on many issues of entrepreneurship. Some of them have made attempt to throw light on what enabled certain classes of people to transform themselves in to an industrial class. Some scholars have made attempts to explore the emergence of entrepreneurship among different casts and religions in India. There is growing also a concern for the emergence of entrepreneurship among backward communities in India. Therefore it would be meaningful to examine the earlier studies in the area of entrepreneurship in connection with the various qualities that are required for an entrepreneur to be successful in his entrepreneurial career particularly for backward.

This section presents a detailed discussion on the various studies conducted on the area of entrepreneurial competency.

Gokulanathan P.P(1979)[1] on his work on " Achievement related motivation among tribal adolescent pupil" states that higher level of achievement motivation was significantly higher in tribal than non-tribal pupils. A probable explanation for the higher levels of need for achievement behavior among the tribal pupil was their socio-economic and cultural backwardness of these groups and their expanding expectations in the changed and the changing contexts of free India. The higher level of achievement motive was looked up on as an urge to improve their living conditions.

Viral Acharya et.al.[2] analyses in their paper to identify a model for selection of rural entrepreneurs for the different rural entrepreneurship based businesses,that the characteristics of entrepreneurs, which found direct relationships between the need for achievement, locus of control and risk taking propensity with success in most cases. Again, the entrepreneurial characteristics required to launch a business successfully are often not those required for its growth and even more frequently not those required to manage it once it grows to considerable size. In other words, the role of the entrepreneur

1 Achivement Related Motivation Among Tribal Adolescent Pupiles.Himalaya Publishing House –p.118.

2 http://www.ifmr.co.in/library/what-determines-entrepreneurial-success-a-psychometric-study-of-rural-entrepreneurs-in-india/

needs to change with the business cycle as it develops and grows. Keeping in mind these constraints, the objective of this paper is to identify and, eventually, provide a model for selection of rural entrepreneurs for the different rural entrepreneurship based businesses. In particular, the existing rural entrepreneurs of Dirshtee have been analysed for their psychometric characteristics, thus laying the foundation to building a model for their selection strategy.

Dr. Shradha Shivani et.al[3] observes that the socio-cultural factors influence the entrepreneurial behaviour. However, It was also observed that the nature and the influence of such factors with an appropriate structural interventions can make all these sociocultural attributes to play a favorable role for the growth of entrepreneurship in the Indian society.

Tapan K. Panda(2002)[4] in his paper based on the empirical research research conducted in four Indian states on industrial units which are often categorised under the small-scale sector made an attempt to explain the relationship that exists among various socio-economic variables with different success levels among the enterprises. He has found that there are associations between the success levels of an enterprise with factors like technical education of the entrepreneur, occupational background of parents, previous background of the entrepreneur and capability to arrange working capital.

Ajay Thapa et al (2008)[5] have revealed many facts concerning the socio-economic and motivational factors affecting street entrepreneurship. It was found that among many socio-economic and motivational factors, size of initial investment, number of workers, family business and promising demand of product/ services were some of the major determinants of street entrepreneurial success.

3 Structural Interventions for favourable Socio-Cultural Influences on Indian Enterprises, www.fordham.edu/economics/vinod/docs/shivani-pap.doc

4 Entrepreneurial Success and Risk Perception among Small-scale Entrepreneurs of Eastern India, India Indian Institute of Management, Lucknow Journal of Entrepreneurship September 2002 vol. 11 no. 2 173-190

5 Determinants of Street Entrepreneurial Success , The Journal of Nepalese Business Studies Vol. V No. 1 Dec. 2008

Kumara, S. A. Vasantha; Kumar, Y. Vijaya (2010)[6] have undertaken a study to identify the entrepreneurial competencies and self-employment intentions of pre-final year students of an engineering college. They have used Entrepreneurial Competencies Index (ECI) and a Self-Employment Intentions Index (SEI) and identified prospective entrepreneurs as those who scored high in both competencies and intention. Using correlation coefficients and chi-square tests of relationships, it was found that demographic factors have little influence on entrepreneurial competencies.

Xiang Li (2009) [7] The research was conducted among the business owners and the managers to test the hypothesis that the entrepreneurs generally possess higher level of entrepreneurial competencies than the non-entrepreneurs, and the entrepreneurs and the non-entrepreneurs can be discriminated based on their entrepreneurial competency level. By employing discriminant analysis, it was found that the business owners generally possessed higher level of entrepreneurial competencies than the managers, and further, the findings stated that the business owners and the managers can be discriminated based on their entrepreneurial competency level, which supported their hypothesis.

K.R.G. Nair & Anu Pandey (2006) [8]examined the socio-economic and attitudinal characteristics of entrepreneurs on the basis of primary data for the state of Kerala. The result indicates that business acumen neither runs in families nor was there evidence that religion had an impact on entrepreneurship. The economic status of the family, age, technical education/training and work experience in a similar or related field favored entrepreneurship. In comparison to the rest of the population, entrepreneurs tend to be more innovative in their attitude, but did not have greater faith in the internal locus of control.

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6 Examining entrepreneurial competencies and their relationship to self-employment intentions among engineering students A case study from India ,Industry and Higher Education, Volume 24, Number 4, August 2010 , pp. 269-278(10)

7 A Master Thesis submitted on Entrepreneurial Competencies as an Entrepreneurial Distinctive: An Examination of the Competency Approach in Defining Entrepreneurs Singapore Management University

8 Characteristics of Entrepreneurs, *Journal of Entrepreneurship January 2006 vol. 15 no. 1 47-61*

Ejaz Ghani, William R. Kerr and Stephen O'Connell (2011)[9] in their working paper have analyzed the spatial determinants of entrepreneurship in India in the manufacturing and services sectors. Among general district traits, quality of physical infrastructure and workforce education were the strongest predictors of entry, with labor laws and household banking quality also playing important roles. Looking at the district-industry level, they found extensive evidence of agglomeration economies among manufacturing industries. In particular, supportive incumbent industrial structures for input and output markets were strongly linked to higher establishment entry rates.

UNO Conference Paper (2004)[10] The paper discussed that the governments can promote entrepreneurship through information programmes to build awareness of the opportunities afforded through entrepreneurship.It further discussed that they could introduce people to existing economic incentives for entrepreneurial activities and motivate them to take advantage of them. The more entrepreneurial opportunities are recognized,the more likely they are to be pursued. The paper concluded that the promotion of entrepreneurship rests on two primary pillars: strengthening of entrepreneurial skills and improvement of entrepreneurial framework conditions.These two pillars should be considered as an interlinked set of policies for the following reason: on the one hand, entrepreneurs do not act in a vacuum, but whether and how they use their skills and motivations to transform business ideas into profit opportunities is shaped by existing framework conditions. On the other hand, entrepreneurial behaviour can always be traced back to individuals and their entrepreneurial attitudes, skills and motivations. Experience showed that when these attitudes and skills exist, adverse framework conditions cannot totally suppress them, and individuals will seek to find ways that allow them to capitalize on their ideas.

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9 Spatial Determinants of Entrepreneurship in India, **Working Paper 12-027, 2011** ,http://www.hbs.edu/research/pdf/12-027.pdf

10 Conference Paper (2004), Entrepreneurship and Economic development :The Empretec Showcase., Geneva May 2004 http://www.unctad.org/en/docs/webiteteb20043_en.pdf

Dawn R.Detinne and Gaylen N.Chandler [2004][11] stated that Opportunity identification represents a unique entrepreneurial behavior yet its processes and dynamics remain mysterious. Entrepreneurial alertness, a distinctive set of perceptual and information-processing skills, has been advanced as the cognitive engine driving the opportunity identification process.

Hermann Brandstätter[12] has predicted that, owners who had personally set up their business were emotionally more stable and more independent than owners who had taken over their business from parents, relatives, or by marriage. The personality characteristics of people interested in setting up their own business were similar to those of the founders. In addition, independent and emotionally stable business owners were more satisfied with their roles as entrepreneurs and with the success of their business, preferred internal attributions of the business outcome and were more inclined to expand their business.

Cheskin(2000)[13] has observed in his empirical study that men and women differ significantly in their networking skills. Men spend more time networking in order to further their business goals than do women. This doesn't necessarily indicate that women are less social. In fact women value their ability to develop relationships. It may be that men integrate business into their social lives more than women do. Women and men shared the same motivations driving them in their entrepreneurial pursuits. Further successful women and men have agreed on and embody a majority of attributes associated with entrepreneurs which included persistence, a positive attitude, creativity, and vision. However women value courage, independence, strength, and fearlessness more highly than men do. These value differences are likely a reflection of the attitudes women have had to maximize in order to succeed in the business world.

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11 **"**Opportunity Identification and Its Role in the Entrepreneurial Classroom: A Pedagogical Approach and Empirical Test" Academy Of Management Learning & Education ,Vol. 3, No. 3 (Sep., 2004), Pp. 242-257.

12 "*Becoming an entrepreneur" — A question of personality structure?* Journal Of Economic Psychology ,Volume 18, Issues 2-3, April 1997, Pages 157-177.

13 "Women Entrepreneurs Study" A Joint Research Project by Cheskin Research Santa Clara University Center for Innovation & Entrepreneurship The Center for New Futures January 2000

Benjamin James Inyang and Rebecca Oliver Enuoh (2009)[14] have presented in their research paper that there was a high rate of entrepreneurial failure among their respondents despite the provision of various supports from the governments. The missing links to successful entrepreneurship were identified to be entrepreneurial competencies, defined as the cluster of related knowledge, attitudes, and skills which an entrepreneur must acquire or possess to enable him produce outstanding performance and maximize profit in the business. These entrepreneurial competencies were the critical success factors to entrepreneurship, and they deserve serious consideration in entrepreneurial discourse and not to be neglected.

Aderemi Ayila Alarape, (2007)[15] made an attempt to find out the impact of owners/ managers of small businesses participating in entrepreneurship programs on operational efficiency and growth of small businesses. It was found that those owner-managers of small businesses who had undergone training in entrepreneurship programs have exhibited superior managerial practice and venture growth when compared to owner-managers who had not undergone such training programmes.

Siwan Mitchelmore and Jennifer Rowley (2010)[16] had undertaken a literature review of research on entrepreneurial competence in order to provide an integrated account of contributions relating to entrepreneurial competencies by different authors working in different countries and different industry sectors and at different points in time; and, develop an agenda for future research, and practice in relation to entrepreneurial competencies. After a lengthy examination various literature in the field of entrepreneurial competencies, he suggest that although the concept of entrepreneurial competencies has been used widely by government agencies and others in their drive for economic development and business successes, the core concept of entrepreneurial competencies, its measurement and its relationship to entrepreneurial performance and business success is in need of further rigorous research and development in practice.

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14 Entrepreneurial Competencies: The Missing Links to Successful Entrepreneurship in Nigeria" The journal of International business research, volume 2,No2,april ,2009

15 Entrepreneurship programs, operational efficiency and growth of small businesses Journal of Enterprising Communities: People and Places in the Global Economy, Vol. 1 Iss: 3, pp.222 – 239

16 **"**Entrepreneurial competencies"International Journal of Entrepreneurial Behaviour & Research Vol. 16 No. 2, 2010,pp. 92-111 *q* Emerald Group Publishing Limited

Chitramani.P[17] presents the results of competency mapping among 100 entrepreneurs drawn from small and medium scale enterprises has highlighted 22 competencies, identified from the Entrepreneurial Competency Inventory, as to their and the relevance to the performance differences in the service and manufacturing sector. It was further insisted that in a competitive environment today, organizations have no option but to become more technology-driven, customer-focused, quality-centered, cost-effective, systems driven and managerially effective. One of the pathways to ride out the storms of competition is through unleashing the entrepreneurial spirit latent.

Charles Cox and Reg Jennings (1995)[18] had collected data about the characteristics that determine the successful performance of Individuals entrepreneurs. The data included information on such issues as early formative experiences, significant career events, motivation, personality and values. They identified three groups of entrepreneurs namely élite independent entrepreneurs, élite modal entrepreneurs and modal entrepreneurs or intrapreneurs. On further enquiry about their characteristics, it was found that the members of all three groups do, of course, have much in common. They all work very hard and for very long hours. They are intrinsically motivated by interest in, and enjoyment of, their work and the sense of achievement it provides. Although many of them are very rich, most claimed that money was not their main motivator. They all see themselves as having good communication and decision-making skills. Much of this is not surprising as they are all attributes to be expected of successful managers. But it was also found that they had differences in respect of their innovation quality, risk-taking behavior.

The most fascinating finding was that, for those individuals who had to make their own way in the world, the process seems to start in early childhood. Successfully coping with extreme difficulties while very young seems to set a pattern of resilience and the ability not only to cope with, but also to learn from, adversity. It was this ability to learn

17 "Mapping Entrepreneurial Competencies in Manufacturing and Service Sectors"- journal of Asia entrepreneurship and sustainability, refered edition print issn 1177-4541 on line isssn 1176-8592.

18 "The foundations of success: the development and characteristics of British entrepreneurs and intrapreneurs" Leadership & Organization Development Journal, Vol. 16 No. 7, 1995, pp. 4-9 , MCB University Press Limited, 0143-7739.

from their experience which they predicted to be the key attribute of these successful individuals.

Todd J. Hostager et al. (1998)[19] studied the cause of environmental intrapreneurship by presenting a model that illustrates how ability, efficacy (perceived ability), motivation and desirability (perceived motivation) affect the performance of a key intrapreneurial task: seeing opportunities. Their model of environmental intrapreneurship adds further value for practitioners, consultants and scholars by addressing that efficacy perceptions on both a micro and a macro level (self-efficacy and collective efficacy); and the nature and effects of mutually reinforcing efficacy-performance spirals.

Rebecca Abraham (1997)[20] has examined the relationships between the personality/ cultural variables of vertical and horizontal individualism and collectivism, on the one hand, and the organizational criteria of intrapreneurship and organizational Commitment on the other. He suggested that horizontal individualism may explain intrapreneurship jointly with a supportive organizational climate. Vertical collectivism demonstrates a direct positive relationship with organizational Commitment.

Colin Coulson-Thomas (1999)[21] in his research article he discussed that downsizing, cost-cutting and re-engineering were essentially negative activities. He emphasized for a shift to revenue generation and value creation. Also, customers increasingly demand tailored solutions and expect more imaginative responses to their particular requirements. In short, more entrepreneurial approaches are required.

There is scope for reconciling individual and corporate interests. Companies want to encourage, develop, release and retain entrepreneurial talent, while many aspiring and intending entrepreneurs could benefit from the support which corporations can

19 "Seeing environmental opportunities: effects of intrapreneurial ability, efficacy, motivation and desirability" Journal of Organizational Change Management, Vol. 11 No. 1, 1998,pp. 11-25, MCB University Press

20 *"The relationship of vertical and horizontal individualism and collectivism to intrapreneurship and organizational commitment"* Leadership & Organization Development Journal 18/4 [1997] 179–186

21 "Individuals and enterprise: developing intrapreneurs for the new millennium" Industrial and Commercial Training Volume 31. Number 7. 1999. pp. 258±261 # MCB University Press. ISSN 0019-7858 http://www.emerald-library.com

provide. Although relevant tools were available, training and development professionals were failing to encourage enterprise, develop entrepreneurs and support new corporate ventures.

Kojo saffu(2003)[22] in his comparative study explores the relevance and applicability of the characteristics of entrepreneurs espoused in the western entrepreneurship literature to indigenous entrepreneurs. Using South Pacific island countries as a case in point, the literature reviewed showed that culture impacts on the characteristics of entrepreneurs from these countries and accounts for differences between the characteristics of the Pacific island entrepreneurs and the characteristics found in the Western entrepreneurship literature. In the light of the influence of culture, perhaps a new list of characteristics that indigenous entrepreneurs in the South Pacific island countries required to succeed was warranted. An integrative model of cultural dimension and characteristics of Pacfic island entrepreneurs was provided. Propositions were advanced for the study of culture as a moderating influence on entrepreneurial characteristics elsewhere, especially indigenous entrepreneurs from developing countries.

L.Louw,S.M.et al (2003)[23] Discussed the levels of students' entrepreneurial traits, to establish whether these traits were interrelated, and to determine the extent of the impact that demographic variables have on these entrepreneurial traits by applying a convenience sampling method. The study observed the best developed entrepreneurial traits among the respondents and it included 'Competing against self-imposed standards', Self-confidence and 'Dealing with Failure'. Statistically significant relationships were also identified between the entrepreneurial traits of students and the tertiary institution attended, and students' gender, race and age. Finally, the research findings have important implications for all stakeholders who were involved in entrepreneurship education and fostering of entrepreneurial ventures. It was believed that the entrepreneurial traits, which

22 The role and impact of culture on South Pacific island entrepreneurs" International Journal of Entrepreneurial Behaviour & Research Vol. 9 No. 2, 2003 pp. 55-73 q MCB UP Limited 1355-2554 DOI 10.1108/13552550310461045

23 "Entrepreneurial traits of under graduate students at selected South African tertiary institutions" International Journal of Entrepreneurial Behaviour & Research Vol. 9 No. 1, 2003 pp. 5-26 q MCB UP Limited

seem to be underdeveloped, for any of the classification criteria (gender, institution, race, etc.).For example risk taking was an important entrepreneurial trait but it was the most underdeveloped among the respondents. Based on empirical evidence, it was found that students from different populations groups possess different entrepreneurial abilities. For example number sense was considered better developed by European students and whereas self-confidence and risk-taking were better developed among black students.

Raymond Dixon et al.(2005)[24] has concluded that the Jamaican training academy managers believed that 39 of the 66 entrepreneurial competencies listed in the survey instrument were critically important or very important in order for instructors to function successfully in institution-based enterprises. The training academy managers also viewed the instructors' performances as commendable in over one-half of the entrepreneurial competencies. The data also revealed that a total of 18 competencies in all the categories need to be targeted for performance improvement. Those competencies targeted for improvement had importance index scores at or above the mean importance index score and performance index scores below the mean performance index score. From this study, it appears that the failure of some academy-based enterprises to produce goods and services on time may be due at least in part to instructors' deficiencies in planning and organizational competencies, such as the ability to assess risks and multi-task; lack of problem solving competencies, such as analytical skills or critical thinking skills; failure to use previous knowledge and experience to make proper decisions that relate to products, processes and services; or inability to prioritize problems. The findings indicated that some instructors were perceived to have low performance in the aforementioned competencies, despite the fact that these competencies were very important for the success of the institution-based enterprise.

24 "The Critical Entrepreneurial Competencies Required by Instructors from Institution-Based Enterprises: A Jamaican Study" Journal of Industrial Teacher Education Editor: Dr. Robert T. Howell Bowell, Volume 42, Number 4

Thomas N. Garavan, Barra O'Cinneide, (1994)[25] examined the design features of entrepreneurial programmes and the outcomes which accrued in terms of new projects, new ventures and employment considered six entrepreneurial education and training programmes for the development of potential entrepreneurs particularly in the area of high-technology/knowledge-based venture enterprises.

June M.L.Poon et al (2006)[26] examined relationships among three self-concept traits, entrepreneurial orientation, and firm performance using survey data from 96 entrepreneurs by applying path analysis to test the direct and indirect effects of the trait variables on perceptual measures of firm performance. Entrepreneurial orientation - operationalized to reflect the dimensions of innovativeness, pro activeness, and propensity to take risks - was used as the mediating variable for explaining the relationship between self-concept traits and firm performance. The results indicated that internal locus of control was positively related to firm performance, and entrepreneurial orientation did not play a mediating role in this relationship. In contrast, generalized self-efficacy had no direct effects on firm performance; however, it influenced firm performance positively through its effect on entrepreneurial orientation. Finally, self-attributed achievement motive was not significantly related to entrepreneurial orientation or firm performance.

Hao Zhaol,Scott E.Seibert and G.T. Lumpkin(2010)[27] conducted a set of meta-analyses to examine the relationship of personality to outcomes associated with two different stages of the entrepreneurial process: entrepreneurial intentions and entrepreneurial performance.

A broad range of personality scales were categorized into a parsimonious set of constructs using the Five Factor model of personality. The results showed that four of the Big Five personality dimensions were associated with both dependent variables, with agreeableness failing to be associated with either.

25 "Entrepreneurship Education and Training Programmes:: A Review and Evaluation – Part 2", Journal of European Industrial Training, Vol. 18 Iss: 11, pp.13 – 21

26 "Effects of Self-concept Traits and Entrepreneurial Orientation on Firm Performance" *International Small Business Journal February 2006 vol. 24 no. 1 61-82*

27 "The Relationship of Personality to Entrepreneurial Intentions and Performance: A Meta-Analytic Review" *Journal of Management March 2010 vol. 36 no. 2 381-404*

Multivariate effect sizes were moderate for the full set of Big Five personality variables on entrepreneurial intentions and entrepreneurial performance. Risk propensity, included as a separate dimension of personality, was positively associated with entrepreneurial intentions but was not related to entrepreneurial performance. These effects suggested that personality played a role in the emergence and success of entrepreneurs.

Morris Boydston, Lisa Hopper Alan Wright(2000)[28] made an attempt to find Why small businesses were so fragile in their early years of operation? for a better understanding of the make-up of the small business owner in terms of personality,temperament, and character. After careful review, a few important characteristics: internal locus of control, confidence, independence, and tolerance to risk. Confidence, independence, and tolerance to risk were identified for testing. The research indicated that the small business owner entrepreneur was a person willing to take calculated risks, to be creative, to be independent, and to be flexible.

Zhang Liyan[29] examined the Indian Entrepreneurship Education and expressed that to catch up with the pace of developed countries, India needs many entrepreneurs willing to make their businesses bigger. He has also observed that if students with high entrepreneurial potentials get proper training, they would have the best prospects for becoming "real" entrepreneurs. After all, entrepreneurship is a matter that involves everyone—the government, society, and the educational institutions. He suggested that entrepreneurship education in India's higher education system must address the major obstacles in the pursuit of national economic development and employment.

Jens M. Unger et al. (2011)[30] have integrated the results from three decades of human capital research in entrepreneurship. Based on 70 independent samples, the research has found a significant but small relationship between human capital and success. They examined theoretically derived moderators of this relationship referring

28 "Locus of Control and Entrepreneurs in a Small Town"*www.sbaer.uca.edu/research/asbe/2000/23.*

29 "Entrepreneurship Education within India's Higher Education System"*www.asianscholarship.org/asf/ejourn/articles/zhang_l.pdf - Thailand*

30 "Human Capital And Entrepreneurial Success: A Meta-Analytical Review" Journal Of Business Venturing ,Volume 26, Issue 3, May 2011, Pages 341-358

to conceptualizations of human capital, to context, and to measurement of success. The relationship was higher for outcomes of human capital investments (knowledge/skills) than for human capital investments (education/experience), for human capital with high task-relatedness compared to low task-relatedness, for young businesses compared to old businesses, and for the dependent variable size compared to growth or profitability.

Gupta, and Vipin (2008) [31] have investigated the distinctive characteristics of entrepreneurship in India. Based on a review of both prior literature on the factor sequences and consequences associated with entrepreneurship, they challenged the assumption that entrepreneurship was not supported by Indian culture. Further by using process mapping methodology, they elaborated on the characteristics of five forms of entrepreneurship, by connecting their origins to historical phases. These phases include pre-1700 (Panchayati Raj), 1700-1950 (British Raj), 1950-1985 (License Raj), 1985-1995 (Jugaad Raj), and 1995-2010 (Invisible Raj). They have also discussed the emerging role of women as "cultural entrepreneurs," being stewards of deep cultural knowledge.

Keilbach, Max et al(2009)[32] provided unique insights into the relationships among entrepreneurship, innovation, and economic development, with in-depth comparison of Germany (developed world) and India (developing world). It was found that developed countries have scientifically evaluated the role of entrepreneurship on economic growth, market expansion, commercializing innovation, and reducing unemployment. The result showed consistently that regions or industries with higher rates of entrepreneurship had higher levels of innovation and economic growth. Consequently, most European and other developed countries were realizing the potential of entrepreneurship by introducing policy measures to strengthen their entrepreneurship capital. The literature on entrepreneurship and innovation, however, has largely ignored developing countries, despite the positive results from policy initiatives and new venture investments in India, China, and elsewhere.

31 An inquiry into the characteristics of entrepreneurship in India. Journal of International Business Research, 03/01/2008

32 "Sustaining Entrepreneurship and Economic Growth" Lessons in Policy and Industry Innovations from Germany and India Series: International Studies in Entrepreneurship, Vol. 19 2009, XII, 223 p. 10

Johanna Mair , Ignasi Martı(2006)[33] have discussed social entrepreneurship, as a practice and a field for scholarly investigation, and further puts forward a view of social entrepreneurship as a process that catalyzes social change and addresses important social needs in a way that is not dominated by direct financial benefits for the entrepreneurs. Social entrepreneurship was seen as differing from other forms of entrepreneurship in the relatively higher priority given to promoting social value and development versus capturing economic value.

David Lingelbach and Paul Asel[34] stated that entrepreneurship in emerging markets was distinctive from that practiced in more developed countries. Better understanding these distinctions was critical to private sector development in developing countries. It was found that the distinctions between growth-oriented entrepreneurs in developing and developed markets were rooted in the inefficiency of markets in many developing countries, but the response of entrepreneurs to these inefficiencies was often surprising and counterintuitive. The findings challenged the policy approaches to entrepreneurship development.

Narmatha et al. (2002)[35] in their study on entrepreneurial behaviour of livestock farm women stated that innovativeness, achievement motivation and risk orientation were the most important components. And further, the component decision-making, innovativeness, management orientation, economic motivation, level of aspiration and risk orientation were found to be crucial in influencing the entrepreneurial behaviour.

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33 "Social entrepreneurship research: A source of Explanation, prediction, and delight" Journal of World Business 41 (2006) 36–44

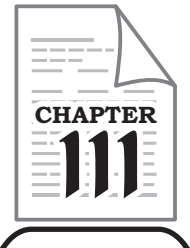
34 "What's Distinctive About Growth-Oriented Entrepreneurship In Developing Countries?"Ttp://Business.Utsa.Edu/Cge/Files/The_Distinctiveness_Of_Entrepreneurship_In_Developing_Countries.Pdf

35 Entrepreneurship behaviour of livestock farm women. *Journal of Extension Education*, **13**(4) : 3431-3438.

CONCLUSION

The review of earlier studies provides an extensive insight in to a wide area of knowledge including the emergence of entrepreneurial groups in different societies, economies, in different political and cultural settings across different countries. Studies have also made attempts to deal with issues like role of entrepreneurial personality, the composition of his knowledge, skills and competencies and the issues like antecedents of entrepreneurship. Some of the studies have also examined the relation between such antecedents of entrepreneurship and entrepreneurial competencies and firms performance in small and medium enterprises and so on.

Although a considerable amount of research was done on entrepreneurship and entrepreneurial competencies, yet the precise identification of entrepreneurial competencies remain elusive. Further, studies have not been conducted on entrepreneurial competencies among different social groups particularly the socially and economically backward communities in India in view of the changing social and economic conditions which warrant a wider participation of all sections of the society to take the advantage of all the developmental process. The present research makes an earnest attempt to fill this gap in the existing literature.



DEMOGRAPHIC AND ORGANISATIONAL CHARACTERISTICS OF ENTREPRENEURS

Demographic analysis

Organisational analysis

Conclusion

CHAPTER III

DEMOGRAPHIC AND ORGANISATIONAL CHARACTERISTICS OF ENTREPRENEURS

This chapter presents a brief analysis about the demographic and organizational characteristics of the sample entrepreneurs. The analysis and interpretation are presented below.

III.1. DEMOGRAPHIC ANALYSIS

Demographic analysis covers fourteen variables namely, (i) Gender Pattern (ii) Age Pattern (iii) Religious Status (iv) Cast Status (v) Marital Status (vi) Family Pattern (vii) Nature of Education (viii) Level of Educational Qualification (ix) Nature of Origin (x) Previous Experience (xi) Nature of Previous Experience (xii) Training in EDP (xiii) Family Members or Friends in Business (xiv) Support from Family Members or Friends in Business. The following analysis shows the characteristics of the sample respondents:

III.1.1 Gender Pattern

Table III.1.1 presents the gender pattern of the respondents.There were as many as 204 male respondents representing 96.70 percent as against 7 female respondents and they represent only 3.30 percent of the total sample. The male respondents consisted of 73 backward as against as many 131 other community entrepreneurs, who accounted for 35.80 percent and 64.2 percent respectively.

Table III.1.1
Bivariate Frequency Distribution of Community and Gender

Gender	Community		Total
	Backward	Others	
Male	73 [35.80] (96.10)	131 [64.20] (97.00)	204
Female	3 [42.9] (03.90)	4 [57.1] (03.00)	7
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

There were 3 backward and 4 other community female respondents representing 42.9 percent and 57.1 percent respectively. On the whole other community male respondents formed the larger group than backward community entrepreneurs.

III.1.2. Age Pattern

Table III.1.2 highlights the age pattern of the respondents. There were 57 respondents up to 30 years age group and they represent 27.00 percent. Similarly respondents between 31-40 years numbered 74 and 41-50 numbered 59 forming 35.10 percent and 28.00 percent respectively. There were 21 respondents above 50 years and they represent 10 percent of the total sample.

Table III.1.2
Bivariate Frequency Distribution of Community and Age

Age Groups in Years	Community		Total
	Backward	Others	
Up to 30	22 [38.60] (28.90)	35 [61.40] (25.90)	57
31-40	29 [42.90] (39.20)	45 [57.10] (60.80)	74
41-50	21 [35.60] (27.60)	38 [64.40] (28.10)	59
Above 50	4 [19.00] (05.30)	17 [81.00] (12.60)	21
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

The table further reveals that there was a large number of 74 respondents between 31-40 age group and they included 29 backward and 45 other community entrepreneurs forming 42.90 percent and 57.10 percent respectively. Followed by that 59 respondents falling under 41-50 age group consisted of 21 backward and 38 other community entrepreneurs representing 35.60 percent and 64.40 percent respectively. Respondents numbering 57 up to 30 years age group included 22 backward and 35 other community entrepreneurs making 38.60 percent and 61.40 percent respectively. Similarly entrepreneurs above 50 years of age group were numbering only 21 respondents with only 4 backward and 17 other community sample respondents respectively.

It is understood from the analysis that among the different age groups, respondents between 31-40 age groups has the highest participation in business activities and further the result shows that respondents prefer an active participation in entrepreneurial activities only up to 50 years of age and withdraw slowly as they age..

III.1.3. Pattern of Religion

Table III.1.3 highlights the pattern of religion of the respondents among the different cast groups. Majority of 178 respondents representing 84.36 percent are Hindus. Followed by this, Muslims respondents numbering 18 account for 8.53 percent and there were15 Christians forming only 7.11 percent of the total sample respondents.

Table III.1. 3
Bivariate Frequency Distribution of Community and Religion

Religion	Community		Total
	Backward	Others	
Hindu	76 [42.70] (100.00)	102 [57.30] (75.56)	178
Muslim	00.00 [00.00] (00.00)	18 [100.00] (13.33)	18
Christian	00 [00.00] (00.00)	15 [100.00] (11.11)	15
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

Further examination of the table reveals that there was as many as 102 other community Hindus as against 76 backward Hindus representing 57.30 percent and 42.70 percent respectively. As Muslims and Christians are classified under other backward communities which is treated as other community groups in the present study and therefore, there was no backward community Muslims and Christians among the respondents. However there were 18 other community Muslims and 15 other community Christians accounting for 100 percent each of the Muslim and Christian respondents.

It is clear from the table that backward and other community Hindu entrepreneurs are out numbering other community Muslims and Christians in the study.

III.1.4. Marital Status

Table III.1.4 presents the marital status of the respondents. Majority of 171 respondents were married and they represent 81.00 percent of the total entrepreneurs and 40 unmarried respondents forming 19.00 percent of the sample of the study.

Table III.1. 4
Bivariate Frequency Distribution of Community and Marital Status

Marital Status	Community		Total
	Backward	Others	
Married	61 [35.70] (80.30)	110 [64.30] (81.50)	171
Unmarried	15 [37.50] (19.70)	25 [62.50] (18.50)	40
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

Further analysis discloses that a large number of 110 other community respondents were married as against 61 married backward community entrepreneurs and they represent 64.30 percent and 35.70 percent of the total married groups. Similarly unmarried entrepreneurs numbering 25 were from other community while 15 respondents represent backward community forming 62.5 and 37.5 percent respectively.

The overall result suggests that married entrepreneurs formed the larger group of the sample respondents both from backward and other communities almost with an equal ratio.

III.1.5. Nature of the Family

Table number III.1.5 indicates the nature of the family of the respondents among the community groups. As much as 121 respondents of the study were living in nuclear family system representing 57.30 percent of the sample entrepreneurs. Similarly there were 90 respondents living under joint family system and they formed 42.7 percent of the total sample respondents. It can, therefore, be viewed from this analysis that majority of the respondents of the present research belong to nuclear family type.

The community wise break-up of the respondents report that a large number of 52 backward community entrepreneurs have chosen to live under nuclear family set-up and they account for 68.40 percent of total of the group.

Table III. 1.5
Bivariate Frequency Distribution of Community and Nature of the Family

Nature of the Family	Community		Total
	Backward	Others	
Joint Family	24 [26.70] (31.60)	66 [73.30] (48.90)	90
Nuclear Family	52 [43.00] (68.40)	69 [57.00] (51.10)	121
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

As against this, there were 24 backward community entrepreneurs living under joint family set up and they form 31.60 percent of the backward group. Contrary to this, there were almost an equal number of 69 and 66 respondents of the other community group found to be living under both nuclear and joint family set–ups.

The analysis given above in respect of nature of family set-up between the community groups suggests that majority of the backward community entrepreneurs were living under nuclear family set up when compared to entrepreneurs of other communities.

III.1.6. Nature of Education

Table III.1.6 presents the nature of education of the respondents between backward and other community entrepreneurs of the study. There were as many 147 non-technically qualified respondents as against 64 technically qualified respondents accounting for 69.70 percent and 30.30 percent respectively. Further examination leads to the understanding that among the technically qualified entrepreneurs there were 26 backward and 38 other community respondents, representing 40.60 and 59.40 percent respectively. There were 97 non-technically qualified other community respondents accounting for 66 percent as against 50 non-technically qualified backward community respondents forming 34 percent of the group.

Table III.1. 6
Bivariate Frequency Distribution of Community and Nature of Education

Nature of Education	Community		Total
	Backward	Others	
Technical	26 [40.60] (34.20)	38 [59.40] (28.10)	64
Non-Technical	50 [34.00] (65.80)	97 [66.00] (71.90)	147
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

The scrutiny of the table shows that closely an equal ratio of backward and other community entrepreneurs were doing their business activities without any technical qualification.On further enquiry , it was also found that almost an equal ratio of both backward and other community entrepreneurs were engaged in almost equally in manufacturing as well as servicing activities.

It could therefore be understood that even without any technical qualification in the relevant area of their respective businesses, a large number of entrepreneurs of both backward and other communities were involved in their business activities.

III.1.7. Educational Qualification

The Bivariate table III.1.7 highlights the level of educational qualification among the respondents between backward and other community entrepreneurs of the present study. There were 96 respondents, forming 45.50 percent, had educational qualification up to secondary school level (i.e., up to 10^{th} standard) and followed by that, 83 respondents, accounted for 39.30 percent, were educational qualification up to higher secondary (i.e.,10+2) or diploma level (i.e.,10 +3) and 32 respondents, representing 15.2 percent, were graduates.

There were 37 backward and 59 other community entrepreneurs, representing 38.50 and 61.50 percent had only school level education as against 31 backward, representing 37.30 percent and 52 other community, representing 62.70 percent, diploma holders. There

were totally 32 graduate entrepreneurs including 8 backward and 24 other community respondents forming 25 and 75 percent of higher education group respectively.

Table III.1. 7
Bivariate Frequency Distribution of Community and Educational Qualification

Educational Qualification	Community		Total
	Backward	Others	
SSLC	37 [38.50] (48.70)	59 [61.50] (43.70)	96
HSC/Diploma	31 [37.30] (40.80)	52 [62.7] (38.50)	83
Graduates	8 [25.00] (10.50)	24 [75.00] (17.80)	32
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

The overall understanding suggests that a large number of backward and other community entrepreneurs were holding educational qualification only up to either school level or higher secondary/ diploma levels. The analysis leads to understanding that the lower educational qualification may be one of the push factors to motivate the respondents to venture in to entrepreneurial career in Chennai city.

III.1.8. Nature of Origin

Table III.1.8 presents the nativity of the respondents among different cast groups in the study area in Chennai. The bivariate frequency table shows that there were 135 respondents doing their businesses in their native places and they represent 64 percent of the total sample entrepreneurs. Similarly 76 respondents representing 36 percent of the sample entrepreneurs were migrated from different places to the place of their businesses.

A large numbers of 90 other community respondents, representing 66.70 percent, as against 45 backward communities, representing33.30 percent, were native entrepreneurs. Similarly there were 45 other community entrepreneurs forming 59.20 percent and 31

backward community entrepreneurs accounting for 40.80 percent of the total migrant respondents.

Table III. 1. 8
Bivariate Frequency Distribution of Community and Nature of Origin

Nature of Origin	Community		Total
	Backward	Others	
Natives	45 [33.30] (59.20)	90 [66.70] (66.70)	135
Migrants	31 [40.80] (40.80	45 [59.20] (33.30)	76
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

It is clear that moderately a higher percent of backward community respondents have migrated to Chennai for business purposes when compared to other communities. Therefore, it can be understood that most of the respondents between backward and other community groups are sons of the soil and doing businesses in their home towns.

III.1.9. Previous Experience

Table number III. 1.9 indicates whether respondents had any previous experience prior to their entry in to the present businesses. The data reveals as high as 154 respondents, forming 73 percent, had some previous experiences at the time of their entry in to the present businesses as against 46 respondents, forming 29.90 percent, ventured in to the present business without any experience in any field.

Table III. 1.9
Bivariate Frequency Distribution of Community and Previous Experience

Previous Experience	Community		Total
	Backward	Others	
Yes	46 [29.90] (60.50)	108 [70.10] (80.00)	154
No	30 [52.60] (39.50)	27 [47.40] (20.00)	57
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

A large number of 108 other community respondents, forming 70.10 percent, had some previous experience as against 46 backward community entrepreneurs accounting for 29.90 percent of the group. It is clear that, a maximum number of both backward and other community respondents had some experience prior to their entry in to the present business.

It can, therefore, be understood that previous experience could also be one of the strong motivating factors for their entry in to business activities like the present one.

III.1.10. Nature of Previous Experience

The bivariate table III.1.10 discloses the nature of previous experiences possessed by the respondents between community group entrepreneurs. There were 51 respondents with previous experience in employment, followed by 44 respondents in self employment, 45 respondents in some other business activities, and 14 of them had experiences in some other areas of work. They were representing 31.10 percent, 28.60 percent, 29.20 percent and 9.10 percent of the total respondents with previous experiences.

Table III.1.10
Bivariate Frequency Distribution of Community and Nature of Previous Experience

Nature of Previous Experience	Community		Total
	Backward	Others	
Employed	10 [19.60] (21.70)	41 [80.40] **(38.00)**	**51**
Self-employed	12 [27.30] **(26.10)**	32 [72.70] **(29.60)**	**44**
Business	21 [46.70] **(45.70)**	24 [53.30] (22.20)	**45**
Others	3 [21.41] (6.50)	11 [78.61] (10.20)	14
Total	46	108	154

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

Among those who employed earlier include 41 other community and 10 backward community respondents, accounting for 80.40 percent and 19.60 percent respectively.

Those with previous experiences in self employment mostly have come from other communities numbering 32 as against 12 backward community respondents and they represent 72.70 and 27.30 percent of that group respectively. However almost an equal number of 21 backward and 24 other community respondents, but forming 45.70 and 22.20 percent respectively, were engaged in some other business activities earlier to this business.

It can be understood that other community entrepreneurs had previous experiences mostly in employment followed by self employment, other business activities and other work experiences. However most of the backward community entrepreneurs had previous experiences in business activities, followed by self employment, employment and other work experiences.

III.1.11. Training in Entrepreneurship Development Programme (EDP)

The bivaraiate table number III.1.11 presents whether the respondents had undergone any training in entrepreneurship development programme so far.

Table III. 1. 11
Bivariate Frequency Distribution of Community and Training in Entrepreneurship Development Programme (EDP)

Training in EDP	Community		Total
	Backward	Others	
Yes	20 [42.60] (26.30)	27 [57.40] (20.00)	47
No	56 [34.10] (73.70)	108 [65.90] (80.00)	164
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

The table shows that there were only 47 respondents, forming 22.30 percent had underwent EDP training as against a large number of 164 respondents, representing 77.7 percent of the sample had not undergone any training in EDP sponsored by any agency so far.

The above bivariate analysis illustrates that respondents numbering 20, representing 26.30 percent, of the backward and 27 respondents, forming 20.00 percent of the other community entrepreneurs had undergone EDP training. As against this a large number of 56 backward and 108 other community entrepreneurs had informed that they had never attended any training in entrepreneurship development programmes so far. They accounted for 73.70 percent and 80.00 percent respectively.

The analysis suggests that most of the respondents of both backward and other communities are carrying on their businesses without undergoing any training programmes in entrepreneurship development. Further among those who attended the training include moderately a higher percent of backward community respondents when compared to other community groups.

III.1.12. Family Members / Friends in Business

The table number III.1.12 highlights the presence of respondent's family members or friends in business activities. A large number of 138 respondents, representing 65.40 percent, have some of their family members or close friends engaged in some or other business activities as against 73 respondents, forming 34.60 percent, without such members engaged in any business activities.

Table III.1.12
Bivariate Frequency Distribution of Community and Presence of Family Members or Friends in Business Activities

Family Members or Friends in Business Activities	Community		Total
	Backward	Others	
Yes	36 [26.10] (47.40)	102 [73.90] (75.60)	138
No	40 [54.80] (52.60)	33 [45.20] (24.40)	73
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

The respondents with family members or friends engaged in any business activities include 102 other community, representing 75.60 percent and 36 backward community,

representing 47.40 percent, of the respondents. Respondents without such members consist of 40 backward, forming 52.60 percent and 33 other community, representing 24.40 percent of the group.

The above bivariate analysis reveals that most of the other community respondents have their family members or friends engaged in some business activities. However a large number of backward community respondents have informed that they had no such family members or close relatives of friends in business activities. Therefore, it may be understood that moderately higher number of backward community respondents are found to be first generation entrepreneurs.

III.1.13. Support from Family Members / Friends

The frequency distribution of community and support from family members or friends in the process of running the present business is presented in the bivariate table III.1.13.The examination of the table reveals that 59 respondents, representing 42.75 percent, had informed that they were getting support from their family members or friend in the conduct of the present business activities. As against this 79 respondents, forming 57.25 percent have disclosed that they were not getting any such support in the conduct of the current business activities.

TABLE III.1.13
Bivariate Frequency Distribution of Community and Support from Family Members or Friends in Business Activities

Support from Family Members or Friends in Business Activities	Community		Total
	Backward	Others	
Yes	13 [22.03] (36.11)	46 [77.97] (45.10)	59
No	23 [29.11] (63.89)	56 [70.89] (54.90)	79
Total	36	102	138

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

Among those who are supported include 13 backward, representing 22.03 percent, 46 other community, forming 77.97 percent, respondents as against a large number of

23 backward and 56 other community entrepreneurs without any such support and they accounted for 29.11 percent and 70.89 percent respectively.

The overall examination suggests that more number of backward community entrepreneurs have no support from their family members or friends in the conduct of the present business activities when compared to other community respondents.

III.2. ORGANISATIONAL ANALYSIS

Organizational analysis extends to 5 variables namely, type of business unit, type of ownership, nature of starting the business, size of the unit, and ownership of the premises.

III.2.1. The type of business unit

The bivariate frequency table III. 2.1 presents the type of the business carried on by the respondents during the period of the study. The table illustrates that 107 entrepreneurs, representing 50.70 percent of the total respondents, were engaged in manufacturing / trading activities. Similarly 104 respondents, forming 49.30 percent, were involved in servicing activities.

TABLE III. 2.1
Bivariate Frequency Distribution of Community and the Type of Business Unit

Type of Business Unit	Community		Total
	Backward	Others	
Manufacturing	38 [35.50] (50.00)	69 [64.50] (51.10)	107
Services	38 [35.50] (50.00)	66 [63.50] (48.90)	104
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

The bivariate analysis further discloses that there were 38 backward, representing 50 percent, and 61 other community respondents, accounting for 51.10 percent of the entrepreneurs engaged in manufacturing and trading activities. Similarly respondents

engaged in servicing activities include 38 entrepreneurs, forming 50 percent of the backward community and 66 respondents, representing 48.90 percent of the other community entrepreneurs.

The analysis therefore concludes that both backward and other community respondents were found to have engaged more or less equally in manufacturing and trading or servicing activities during the period of the study.

III.2.2.Type of ownership of the enterprise.

The frequency distribution of variables community and the type of ownership of the business is presented in the bivariate table III.2.2.The examination of the table reveals as much as 173 respondents, representing 82 percent of the total respondents, had informed that they were running their enterprises on sole proprietorship basis. As against this 34 respondents, forming 16.10 percent have disclosed that the enterprises are owned under partnership basis and they said they were partners of such firms.

TABLE III.2.2
Bivariate Frequency Distribution of Community and Type of Ownership

Type of Ownership	Community		Total
	Backward	Others	
Sole-Proprietor	65 [37.60] (85.50)	108 [62.4] (80.00)	173
Partnership	10 [29.40] (13.20)	24 [70.60] (17.80)	34
Pvt. Ltd.	1 [25.00] (01.32)	3 [75.00] (00.22)	4
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

On further examination of the table it was found that there were 65 respondents, representing 85.50 percent, of the backward and 108 respondents, forming 80 percent, of the other community entrepreneurs were found to be the sole proprietors and further 10 respondents of backward and 24 respondents of other community entrepreneurs, representing 13.20 percent and 17.80percent respectively were partners. But a very

few respondents including 1 backward , forming 1.32 percent and 3 other community, representing 00.22 percent, entrepreneurs were running their enterprises under private limited companies.

It can be understood from the analysis that a large number of respondents of both backward and other community were running their business units under sole tradership, which was followed by partnership. Further only negligible number of respondents was share holders of private limited companies.

III.2.3. Nature of starting the businesses.

The bivariate table III.2.3 illustrates as to how the respondents between community groups had become owners of the enterprises they were running during period of the study. The analysis, as to whether the enterprises were started by the respondents or inherited or purchased from somebody else, shows that a maximum of 173 entrepreneurs, representing 82 percent, had informed that they started their business units by themselves as against 18 respondents, forming 8.50 percent, inherited and 20 respondents, forming 9.48 percent ,had purchased their business units from third parties.

TABLE III.2.3
Bivariate Frequency Distribution of Community and nature of Starting the Business

Nature of Starting the Business	Community		Total
	Backward	Others	
Started Freshly	66 [38.2] (86.8)	107 [61.8] (79.3)	173
Inherited	4 [22.2] (5.3)	14 [77.8] (10.4)	18
Purchased	6 [30] (7.9)	14 [70] (10.4)	20
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

The analysis also indicates that, 66 backward, forming 86.80percent, and 107 other community, forming 79.30 percent of the group, respondents have self started their units by themselves. Further among the respondents who inherited their units include 4 backward, forming 5.30 percent and 14 other community respondents, forming 10.40

percent of the respective community groups and 6 backward, forming 7.9 percent and 14 other communities entrepreneurs, forming 10.40 percent of the respective groups, have purchased their units from others.

The bivariate analysis leads to conclude that the self started enterprises were found to be more among backward communities when compared to other communities. Contrary to this inherited unites and enterprises purchased by the respondents were found to be more among other community entrepreneurs than backward groups.

III.2.4 Size of the business units

The bivariate table III.2.4 reports the scale of operation of the units of the respondents among the community groups during the period of study. The table illustrates that there were 142 respondents who run their units under small scale as against 69 units under tiny sector, representing 67.30 and 32.70 respectively.

TABLE III. 2.4
Bivariate Frequency Distribution of Community and the Size of the Unit

Size of the Unit	Community		Total
	Backward	Others	
Tiny	27 [39.13] (35.53)	42 [60.87] (31.11)	69
Small	49 [34.51] (64.47)	93 [65.49] (68.89)	142
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

The examination of the table further reveals that most of the backward community respondents numbering 49 are running small scale units followed by 27 tiny units, representing 64.47 percent and 35.53 percent respectively. Similarly, 93 other community respondents are running small scale units followed by 42 tiny units, representing 68.89 percent and 31.11 percent respectively.

The overall results suggest that most of the backward and other community sample respondents are running their enterprises under small scale sector followed by tiny scale

units during the study. Moderately more numbers of other community respondents are running small scale units as against more number of backward community respondents running tiny units in Chennai city during the period of the study.

III.2.5. Status of the Premises of Business Units

The bivariate table III.2.5 illustrates as to whether the business units of the respondents between community groups are located at home or in own building or a rented or a lease-hold property during the period of the study. The data shows that a maximum of 150 entrepreneurs, forming 71.10 percent, have informed that they are doing their business activities in rented or lease hold premises. Further 37 respondents, representing 17.50 percent, are operating the enterprises in their owned buildings.Followed by this 24 respondents, forming 11.4 percent, have told that their business units are carried on in their home itself.

TABLE III.2.5

Bivariate Frequency Distribution of Community and Place of the Business Unit

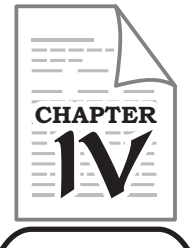
Place of the Business Unit	Community		Total
	Backward	Others	
At –home	10 [41.70] (13.20)	14 [58.30] (10.40)	24
Owned premises	10 [27.00] (13.20)	27 [73.00] (20.00)	37
Rented or leased	56 [37.30] (73.70)	94 [62.70] (69.60)	150
Total	76	135	211

Source : Primary Data Note 1.Values in [ ] refers to Row Percentages :Note 2.Values in () refers to Column Percentages

The data also indicates that 56 backward, representing 73.70 percent, and 94 other community, representing 69.60 percent, respondents have reported that their enterprises are carried on in rented or leases hold premises. Further among the respondents who run their business units in own premises include 10 backward, and 27 other community respondents, forming 13.20 percent and 20 percent of the groups. The respondents who run their units at home include 10 backward, forming 13.20 percent and 14 other community entrepreneurs, forming 10.40 percent of the respective communities.

Conclusion

The bivariate results have let to conclude that the most of the business units are carried on in rented or lease hold properties and further it was found to be more among backward communities when compared to other communities. Similarly business units carried on at home were also more among backward communities than others. Contrary to this, business units run in owned buildings are found to be more among other community entrepreneurs than backward groups.



THE NATURE OF ATTITUDINAL COMPETENCY AMONG ENTREPRENEURS BELONGING TO DIFFERENT SOCIAL GROUPS

Introduction

Effect of community on the combined attitudinal competency

Effect of community and

- **Age**
- **Religion**
- **Marital status**
- **Nature of Family**
- **Nature of education**
- **Educational qualification**
- **Nativity**
- **Previous experience**
- **Nature of previous experience**
- **Training in EDP**
- **Presence of family members or friend in business**
- **Support from family members or friends in business**
- **... on attitudinal competency**

Conclusion

CHAPTER IV

THE NATURE OF ATTITUDINAL COMPETENCY AMONG ENTREPRENEURS BELONGING TO DIFFERENT SOCIAL GROUPS

In India, entrepreneurship has often been analysed in terms of entrepreneur's caste and community. It is true that some castes have imbibed certain values and culture, which foster the growth of entrepreneurship and some religious communities and sects like Marwarees, Gujaratis, Panjabis,Sindhis and Vyshyas have the knack for business activity (Kumar,1990). In line with this, David B. Audretsch &Nancy S.Mayer, on the effects of religion and caste membership, suggest that Hinduism, as well as belonging to a lower class, negatively influences an individual's decision to become an entrepreneur (David B.Audretsch & Nancy S.Mayer, 2007).

As against the above findings, studies have also found that entrepreneurial knowledge and skills can be acquired and developed by people across different religious and caste groups. Mann et.al.,(2002), Gibb(1990) have found that entrepreneurial competencies may be developed by appropriate education and training.

Some scholars are of the opinion that personality characteristics of the entrepreneurs are not adequate enough to determine the success or failure of the business. Further, they suggest that entrepreneurial traits are strongly influenced by environmental factors (Morris and Lewis, 1991).

Nooteboom (2002) has found that entrepreneurial performance is also determined by interaction of personality characteristics with contingency factors in the environment in which the business operates. Further it was also suggested that emergence of entrepreneurship often occurs as a result of situational pushes and pulls that include frustration with present life-style, childhood, family environment, education, age, work history, role models, and support networks (Krueger, 1993), (Hisrich, 1990), (Scheinberg and MacMillan,1988), (Moore,1986).

In line with the above observations, it can be stated that entrepreneurs tend to be different in terms of their knowledge, skills and performances from others as was largely documented. For example, qualities like need for achievement (McClelland,1961), risk taking (Brockhaus ,1980), locus of control (Brockhaus ,1982), and tolerance for ambiguity (Schere,1982) have been identified as possible traits associated with the entrepreneurs. The underlying assumption of these investigations is that there are unique charecteristics of entrepreneurs that may be isolated and identified (Romanelli, 1989). But it was also disputed that most of these charecteristics have not been found only with entrepreneurs rather they are commonly found with many successful individuals including managers (Brockhaus ,1982 ; Gartner, 1985; Brockhaus & Horwitz, 1986; Low & MacMillan, 1988).

In spite of these studies, no systematic attempt has been made so far to present a comprehensive and integrated view on entrepreneurial competencies among socially and economically backward communities in India. Therefore in this piece of research, an attempt is made to analyse as to whether entrepreneurs who belong to socially and economically backward and other communities, who have set up business ventures in and around Chennai, have these qualities for their successful endeavor in entrepreneurial career.

The revelations of this analysis may help to identify the characteristics available among the entrepreneurial populations, which would help the policy makers and trainers in the area of entrepreneurship development programmes to predict future entrepreneurs among these communities.

Attitudinal Competency of Entrepreneurs

Many scholars, including Joseph Schumpeter, have understood entrepreneurship as a universal phenomenon. Schumpeter (1961) considered it to be a state of mind or an attitude. The idea implies that entrepreneurship is a way of thinking and acting rather than a position in a society, though a certain position might follow from acts of entrepreneurship. In agreement with this idea, cultural bound qualities, which make an individual an entrepreneur, were considered to be important.

Entrepreneurs being more creative and innovative than non-entrepreneurs are able to see things differently (Hodgetts, Luthans,and Doh 2006) and therefore they are found to be different from others. They experience that there are changes from within themselves and therefore they continue to make attempts to change the way they perceive, behave and perform in their entrepreneurial attempts.

Entrepreneurs have very strong attitude towards facing the challenges and from that they identify a number of opportunities which others fail to recognize. Therefore finding out a business opportunity depends to a larger extent on the attitude of the entrepreneurs. Transforming the business ideas into business opportunities is an important task of the entrepreneurship.

The entrepreneurs are presumed to have attitudinal competencies which would help them further in their behavioral and managerial skills. The attitudinal competency of entrepreneurs have different attributes as identified by experts in the field of entrepreneurial research. Among different attitudinal competency attributes, the present study has used only seven attributes namely, Self Confidence (Kourilsky 1980), Self Esteem (Kourilsky 1980), Dealing with Failures (Timmons, 1999 ; McGrath, 1999), Tolerance for Ambiguity (Carter and Jones-Evans, 2006:273), Performance (Youndt *et al*. 2004), Concern for High Quality and Locus of Control (Rotter,1966 ; Neider 1987; Bonnett and Furnham 1991; Auer 1992).

In order to ascertain whether the entrepreneurs, belonging to socially-economically backward communities and other communities, possess the identified attitudinal competency attributes, comparisons were made between the two community groups using one-way Multivariate Analysis of Variance or simply called one-way MANOVA. Further, demographic independent variables namely, age, religion, marital status, type of the family, nature of education and the like are included separately along with the community as the independent factors in the two-way MANOVA to evaluate the main and interaction effects on the attitudinal competency among these entrepreneurial groups.

MANOVA is an extension of analysis of variance (ANOVA) when there are more than one dependent and independent variables and it takes in to account the correlation between the dependent variables in the analysis (Field, 2005). As MANOVA fails to show the effect of independent variables on the dependent variables individually, univariate ANOVAs were used for observing the separate effects of independent variables on each dependent variable (Field, 2005). The Tukey HSD post hoc test is used to compare the mean scores and indicate which group is endowed with a particular competency attribute over the other group when the number of groups in an independent variable is more than two.

The present study is made in order to find out the nature of entrepreneurial competencies available among the entrepreneurs belonging to backward and other communities in Chennai city in the state of Tamilnadu, in south India.

IV.1. 1.Independent t -Test Results Showing the Effect of Community on Attitudinal Competency

The sample respondents are basically grouped in to two namely, socially and economically backward community entrepreneurs, otherwise known as backward community group and other community group. In order to find out whether the attitudinal competencies differ between the two community group entrepreneurs in Chennai city, 't' test was carried out and the results are presented in the table IV.1.1

Table IV. 1.1
Combined Attitudinal Competency between Community Groups

Community Groups	Size	Mean	SD	t	P
Backward Community	76	18.80	1.26	3.963	0.000**
Other Community	135	18.05	1.35		

Source: Primary Survey : **Denotes significant at 1% level. : *Denotes significant at 5% level

The analysis of the table shows that there is a difference in the combined attitudinal competency of the entrepreneurs between backward and other community groups. The difference is found to be significant at 1 percent level ('t'value =3.963, p<=0.01).

It further shows the means and standard deviation of the community groups. As the mean value of backward community group is higher, besides a lower standard deviation, the analysis suggests that the combined attitudinal competency was found to be significantly higher among backward community entrepreneurs than other communities.

IV.1.2. Effect of Community on Individual Attitudinal Competency (DependentVariables)

As the overall 't' test result suggests that the perceived attitudinal competencies between the community groups is statistically significant, further attempt is made to find out the contributing factors for the combined effect between the two community groups. The processed data showing the status of the dependent attitudinal competency variables are presented in table IV.1.2

Table IV.1.2
t - Test Results for Dependent Attitudinal Competency Variables

Competency Attributes	Community	Mean	SD	t value	P value
Self-Confidence	Backward	19.45	2.64	2.483	0.014*
	Others	18.51	2.62		
Self-Esteem	Backward	21.11	2.17	5.212	0.000**
	Others	19.62	1.87		
Dealing with Failures	Backward	16.03	2.90	0.191	0.849
	Others	15.95	2.83		
Tolerance for Ambiguity	Backward	18.84	1.68	2.108	0.360
	Others	18.30	1.83		
Performance	Backward	17.04	2.28	0.535	0.594
	Others	16.82	3.10		
Concern for High Quality	Backward	19.82	2.78	1.808	0.072
	Others	19.24	2.16		
Locus of Control	Backward	19.32	2.30	4.390	0.000**
	Others	17.90	2.23		

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The analysis of the table reveals that self-confidence, self-esteem and locus of control were found to be statistically significant as against other attitudinal competency attributes.

It can therefore be concluded that the following attitudinal competency variables namely, self-confidence, self-esteem, and locus of control are the contributing dependent variables for the overall significant difference between the community groups. Further they were found to be higher among backward community entrepreneurs when compared to other community groups.

IV.2 Effect of Community on Combined Attitudinal Competency -Results of one –way MANOVA

One way MANOVA considers one independent factor namely community of the respondents for the present analysis. In order to examine the mean differences in the combined attitudinal competency attributes among the two community groups, the multivariate analysis (one-way) was carried out to find out as to how the two community groups differ on the seven dependent variables namely self-confidence, self-esteem, dealing with failures, tolerance for ambiguity, performance, concern for high quality, and locus of control aspects.

The null hypothesis framed for the present study is that the entrepreneurs belonging to different community groups are equal with regard to the seven attitudinal competency variables, that is: Ho=There is no significant differences in the attitudinal competency between the entrepreneurs belonging to socially and economically backward communities and others.

The hypothesis was tested through the General Linear Model (GLM) procedure using SPSS software package. The F test for the null hypothesis (by using one –way multivariate analysis of variance) with the relevant data is shown in table IV.2.1.

Table IV.2.1
Summary of Effects of One-way MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.829	5.997	0.000**	0.179	0.999

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The one-way MANOVA reveals the overall F test results on all dependent attitudinal competency attributes. It is clear from the result that community of the respondents has multivariate effect on the combined attitudinal competency of the entrepreneurs between backward and other community groups in the study region. Wilks' λ is 0.829 and its associated partial eta squared (effect size) 0.171[36], indicates that 17.1 percent (0.171 *100) of the variance of the dependent variables is accounted for by the differences between backward and other community entrepreneurs groups. The main effect is also confirmed by its high power (0.999) which is greater than 0.80.Therfore the *F test result (*Hypothesis df. at 7 and error df. at 203)= 5.997 is statistically significant at 1 percent level. Therefore the effect size of the multivariate effect of community is very strong and it suggest that a strong relationship exists between the independent factor namely community of the respondents and their dependent attitudinal competency variables.

As the relationship between the independent and the dependent variable is significant at 1 percent level, the one-way multivariate result rejects the null hypothesis *(Ho)* and hence it leads to the acceptance of the alternative hypothesis that there is a difference in the attitudinal competency between backward and other community entrepreneurs. Further the MANOVA result also confirms to the 't' test findings given in table IV.3

The one-way MANOVA analysis therefore leads to the conclusion that the socially and economically backward community entrepreneurs on the one hand and other community entrepreneurs on the other hand differ significantly in terms of their combined attitudinal competencies in Chennai city.

IV.2.2. Result of Univariate analysis

The multivariate result has found that the attitudinal competency differs significantly between the community groups. However the result does not reveal the effect of community on each of the dependent variables separately and therefore as a follow up of MANOVA, it becomes necessary to conduct post hoc tests to find out the extent to which they measure the individual dependent variables. (Joseph F.Hair,Jr et.,all 2011).

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36 **(Note : As a rule of thumb the effect size is said to be Low at 0.01, Medium: 0.06, and Large: 0.14 , Cohen, J. (1992). Power primer. Psychological Bulletin, 112, 155-159).**

The SPSS statistical package also provides separate univariate tests for each dependent variable in addition to the multivariate tests, providing individual assessment of each dependent variable. The univariate analysis determines as to how much of the individual dependent attitudinal competency variable corresponds to the multivariate effects.

Therefore the univariate test is carried out in order to evaluate as to which of the dependent variables contribute to the overall differences indicated by the F test. The univariate results are portrayed in table IV.2.2

Table IV.2.2
Univariate Analysis on Significant Dependent Attitudinal Competency Variables

Dimensions of Attitudinal Competency	F value	P Value	Partial Eta Squared	Observed Power	Community groups (Mean Values)	
					Backward	Others
Self-Confidence	6.167	0.014*	0.029	0.696	19.45	18.51
Self-Esteem	27.163	0.000**	0.115	0.999	21.11	19.62
Tolerance for Ambiguity	4.446	0.036*	0.021	0.555	18.84	18.30
Locus of Control	19.301	0.000**	0.085	0.992	19.32	17.90

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate analysis reveals that out of seven attitudinal competency variables , significant univariate effects were found only on four aspects namely, self confidence, self-esteem, tolerance for ambiguity and locus of control when compared to other attributes.

As there were only two community groups, no further test was conducted, instead comparisons were made between the mean vales of significant attitudinal competency variables. The comparisons of Mean values reveal that self confidence, self-esteem, tolerance for ambiguity, and locus of control were higher among backward community entrepreneurs compared to other community respondents.

The analysis therefore leads to the conclusion that the backward community entrepreneurs are found to have higher attitudinal competency in terms of self -confidence, self-esteem, tolerance for ambiguity, and locus of control when compared to other community respondents.

Multivariate Analysis of Variance (MANOVA) Two-way

The two-way MANOVA was carried out for each one of the demographic variable in association with community of the respondents in order to investigate whether attitudinal competencies differ between two community groups when it interacts with factors like age, religion, marital status, type of the family, nature of education and the like. A two-way design enables to examine the main (The effect of independent variable on the dependent variables) and interaction effects (The effect of two or more independent factors on dependent variables) of independent factors on dependent variables. Further, univariate test was conducted as a follow up of MANOVA. The Tukey HSD test was also conducted as post-hoc measure when the number of groups in an independent factor was more than two.

The examination of the multivariate analysis reveals that 1minus Wilks' λ (Wilks' lambda) demonstrates the amount of variance accounted for in the dependent attitudinal competency variables by the independent factors of the respondents. It implies that smaller the value of Wilks' λ, the larger is the difference between entrepreneurs belonging to backward and other community groups analyzed. The F value indicates the degree of difference in the dependent attitudinal competency variables created by the independent factors. Further P values indicate whether the effect of independent factors on the dependent variables is significant or not.

IV.3.1. Effect of Community and Age on Attitudinal Competencies (Two-way MANOVA)

In order to examine whether the mean values differ among different age group entrepreneurs belonging to backward and other communities in Chennai city, multivariate analysis was carried out. The MANOVA results are shown in table IV.3.1

Table IV.3.1
Summary of Results of MANOVA

Independent Variables	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.812	6.634	0.000**	0.188	1.000
Age	0.742	2.996	0.000**	0.095	1.000
Community X Age	0.005	5229.124	0.000**	0.995	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis as shown in table IV.3.1 reveals the effect of community and age of the respondents on the combined attitudinal competency variables. The result indicates that community of the respondents has multivariate effect on the combined attitudinal competency of the entrepreneurs between backward and other community groups in the study region. Wilks' λ being 0.812 and its associated partial eta squared 0.188 indicates that 18.8 percent (0.188 *100) of the variance of the dependent variables is accounted for by the differences between backward and other community groups. The main effect is also confirmed by its very high power (1.000) which is greater than 0.80. Therfore the F test result (Hypothesis df. at 7 and error df. at 200)= 6.634 is statistically significant at 1 percent level.

Similarly the multivariate analysis shows that age of the respondents has a main effect on the combined attitudinal competency of the entrepreneurs groups. The Wilks' λ is 0.742, F (21,575) =2.996, p <0.01, partial (η^2_p)=0.095, and power=1.000.

The multivariate analysis also indicates that there is an interaction effect between the community and age factors on the combined aspect of the attitudinal competencies of the sample respondents. The value of Wilks' λ is 0.005, F (7,200) 5229.124, p <0.01, partial (η^2_p)=0.995, and power=1.000.

Therefore the two-way MANOVA suggests that the combined attitudinal competency differs significantly among the different age group respondents between the backward and other community groups in Chennai city

IV.3.2. Results of the Univariate Analysis

An attempt is made with the help of univariate analysis to identify individual those attitudinal competency variables which differed significantly between the respondent groups. Table IV.3.2. presents the Univariate Analysis on dependent attitudinal competency aspects.

Table IV.3.2
Univariate Analysis on Dependent Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Main Effects								Interaction Effects			
	Community				Age							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	8.392	0.004**	0.039	0.822	5.455	0.001**	0.074	0.935	5.732	0.000**	0.100	0.980
Self-Esteem	26.652	0.000**	0.115	0.999	0.207	0.892	0.003	0.088	6.869	0.000**	0118	0.993
Dealing with Failures	0.018	0.894	0.000	0.052	1.168	0.323	0.017	0.311	0.885	0.474	0.017	0.273
Tolerance for Ambiguity	5.316	0.022*	0.025	0.631	3.068	0.029*	0.043	0.713	3.446	0.009**	0.063	0.851
Performance	0.225	0.636	0.001	0.076	0.173	0.915	0.003	0.082	0.200	0.938	0.004	0.092
Concern for High Quality	2.108	0.148	0.010	0.304	3.111	0.027*	0.043	0.720	3.176	0.015*	0.58	0.817
Locus of Control	22.358	0.000**	0.098	0.997	2.538	0.058	0.036	0.621	6.835	0.000**	0.117	0.993

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate analysis shows that community of the respondents had main effects on self- confidence, self-esteem, and locus of control at 1 percent level of significance and tolerance for ambiguity at 5 percent level of significance irrespective of age of the respondents. Similarly, irrespective of community, age factor has main effect on self-confidence at 1 percent level of significance and concern for high quality, and tolerance for ambiguity at 5 percent level of significance. Further analysis reveals that there were interaction effect of community and age on self confidence, self-esteem, locus of control, tolerance for ambiguity significant at 1 percent level and concern for high quality at 5 percent significant level.

The univariate analysis, therefore, suggests self-confidence, self-esteem, tolerance for ambiguity, concern for high quality, and locus of control were found to have contributed

to the significant difference in the combined attitudinal competency among the respondent groups.

IV.3.3. Tukey's HSD Test Result

As there were more than two age groups among the respondents, Tukey's HSD test was carried out to determine which group means differ significantly from the other group and to examine the exact nature of overall effects determined by two-way MANOVA analysis on attitudinal competency among the different age group entrepreneurs between community groups. The table IV.3.3. presents the means for dependent attitudinal competency variables with significant main and interaction effects.

Table IV.3.3
Comparison of Mean values for the Significant Dependent Variables.

Dimensions of Attitudinal Competency	Community		Age Groups			
	Back ward	Others	Up to 30 Years	31-40	41-50	Above 50 Years
Self-Confidence	19.81	18.74	19.25	18.00	19.12	20.00
Self-Esteem	21.13	19.64	20.23	20.27	19.98	20.05
Tolerance for Ambiguity	18.95	18.37	18.56	18.05	18.92	18.71
Concern for High Quality	19.51	19.06	19.61	19.76	19.41	18.05
Locus of Control	19.59	18.07	18.35	18.28	18.24	19.43

Source : Primary data

Tukey's post-hoc HSD test reveals that self-confidence, self-esteem, tolerance for ambiguity and locus of control were found to be higher among backward community entrepreneurs when compared to others. At the same time age wise analysis reveals that respondents over 50 years of age have better self-confidence and locus of control, while self-esteem and concern for high quality were higher among young entrepreneurs up to 40 years age group and senior entrepreneurs above 40 years were found to have better tolerance for ambiguity than other age group respondents.

Therefore the overall analysis leads to the conclusion that attitudinal competency attributes are found to be higher among backward community entrepreneurs. But the result indicates that there is a mixed response among different age group respondents. For example self-confidence, tolerance for ambiguity and locus of control were found to

be higher among respondents from 41 years of age and above while entrepreneurs up to 40 years were found to have better attitudinal attributes like self –esteem and concern for high quality when compared to their senior counter parts.

IV.4.1. Effect of Community and Religion on Attitudinal Competencies

Two-way MANOVA was carried out in order to examine how the seven dependent attitudinal competency attributes can be combined to discriminate entrepreneurs among different religion between socially and economically backward and other community groups. The results of multivariate analysis to find out the effect of community and religion on the nature of attitudinal competency of the respondents are presented in table IV.4.1

Table IV.4.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.829	5.997	0.000**	0.171	0.999
Religion	0.929	1.077	0.376	0.036	0.679
Community X Religion	0.015	1847.526	0.000**	0.985	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis shows that there were significant differences between the community groups on the combined attitudinal competency measures. Wilks' λ is 0.829, and it has an associated *F* value of *(*7,201) 5.997 which is significant at p <0.01. The effect size also (0.171) indicates a strong relationship between the community and the dependent attitudinal competency attributes.

But the result indicates that religious factor fails to ensure significant multivariate main effects on the combined attitudinal competency among the entrepreneurs of different religious groups in the study area in the absence of community of the respondents.

However, religious factors in the presence of community factors had an interaction effect on the combined aspect of attitudinal competencies of the sample respondents. Wilks' λ is 0.015, *F (*7,201)=1847.526 and the it differs between the groups at 1 percent level of significance.

Therefore the two-way MANOVA suggests that the respondents among different religious groups between socially and economically backward community entrepreneurs on the one hand and other community entrepreneurs on the other hand differ significantly in terms of their combined attitudinal competencies in the study area.

IV.4.2. Results of Univariate Analysis

In order to explore the effect of community and religion of the respondents on each of the seven attitudinal competency variables univariate test was carried out and its results are presented in table IV.4.2.

Table IV.4.2
Univariate Analysis on Dependent Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Main Effects								Interaction Effects			
	Community				Religion							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	5.799	0.017*	.027	.669	0.139	0.871	.001	.071	2.131	0.097	0.030	0.538
Self-Esteem	26.861	0.000**	.115	.999	0.062	0.940	.001	.059	9.014	0.000**	.116	.996
Dealing with Failures	0.063	0.801	.000	.057	0.302	0.740	.003	.098	0.213	0.887	.003	.090
Tolerance for Ambiguity	4.575	0.034*	.022	.567	3.912	0.021*	.036	.701	4.131	0.007**	.056	.846
Performance	0.293	0.589	.001	.084	0.080	0.923	.001	.062	0.148	0.931	.002	.077
Concern for High Quality	2.682	0.103	.013	.371	2.030	0.134	.019	.416	2.454	0.064	.034	.605
Locus of Control	18.970	0.000**	.084	.991	0.025	0.975	.000	.054	6.390	0.000**	.085	.966

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate results reveal that community of the entrepreneurs is found to have a main effect on self–esteem and locus of control at 1 percent level of significance, while self confidence and tolerance for ambiguity at 5 percent level of significance when compared to other variables.

In a similar way, the religion of the respondents had a main effect only on tolerance for ambiguity at 5 percent significant level in the absence of community factors. The interaction between religion in the presence of community was also analyzed and the result shows that these independent variables had interaction effect on self –esteem tolerance for ambiguity and Locus of Control uniformly at 1 percent significant level.

The multiple univariate ANOVA test reveals that self confidence, self-esteem, tolerance for ambiguity and locus of control were found to have contributed to the significant overall effect of community interacting with religion on the combined attitudinal competency between community group entrepreneurs.

IV.4.3 Tukey's HSD Test Results

The significant univariate effects were further examined with Tukey's HSD tests to discern which community and religious groups were significantly different from other groups in terms of the significant dependent attitudinal competency variables. The test results are given in table IV.4.3.

Table IV.4.3
Comparisons of Mean values for the Significant Dependent Variables

Attitudinal Competency Variables	Community		Religious Groups		
	Backward	Others	Hindu	Muslim	Christian
Self-Confidence	19.28	18.36	18.90	18.63	18.33
Self-Esteem	21.13	19.64	20.17	20.12	19.89
Tolerance for Ambiguity	19.11	18.57	18.52	17.88	19.78
Locus of Control	19.31	17.89	18.43	18.33	18.11

Source : Primary data

The examination of mean values suggests that self confidence, self-esteem, tolerance for ambiguity and locus of control were found to be higher among backward community respondents than other community groups. Further examination indicates that these significant variables are found to be moderately higher among respondents who belong to Hindu religion followed by Islam and Christianity except tolerance for ambiguity for which Christian entrepreneurs have better scoring than other groups.

The overall analysis suggest that the independent religious factor though individually did not produce a main effect on the combined attitudinal competency between the community groups, it had created an interaction effect on tolerance for ambiguity which was found to be higher among Christian entrepreneurs, followed by Hindus and Muslims. However other significant attributes are found to be higher among Hindus, followed by Muslim and Christian entrepreneurs.

IV. 5.1. Effect of Community and Marital Status on Attitudinal Competencies

Multivariate test was carried out in order to analyze the mean differences among the married and unmarried entrepreneurs between backward and other community groups on the linear combinations of the seven dependent attitudinal competency variables. The MANOVA results are presented in table IV.5.1.

Table IV. 5.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.828	5.983	0.000**	0.172	0.999
Marital Status	0.964	1.083	0.375	0.036	0.461
Community X Marital Status	0.007	4194.967	0.000**	0.993	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis reveals that community of the entrepreneurs had main effect on the combined attitudinal competency of the respondents irrespective of the fact whether they are married or unmarried. The multivariate effect was significant at 1 percent level. (Wilks' Lambda= 0.828, F(7,201) = 4.679, partial (η^2_p) = 0.172, power=0.999).

Contrary to this result, no significant difference was found in the mean values of the respondents between married and unmarried groups in respect of their attitudinal competency measure irrespective of their communities. However marital status had an interaction effect positively with the community of the sample respondents at 1 percent level of significance. Wilks' Lambda= 0.007, F(7/202)=4194.967, p <0.01, partial (η^2_p) = 0.993, power=1.000.

Therefore the multivariate analysis implies that the attitudinal competency differs significantly at 1percent level among the married and unmarried respondents between backward and other communities in the study area.

IV.5.2. The Results of Univariate Analysis

Univariate analyses of variance (ANOVAs) was conducted for each dependent variable as a follow-up of MANOVA results. The univariate F test results are presented in table IV.5.2

Table IV.5.2
Univariate Analysis on Dependent Attitudinal Competency Variables

Attitudinal Competency Variables	Main Effect								Interaction Effects			
	Community				Marital Status							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	6.094	0.014*	0.028	0.690	0.814	0.368	0.004	0.146	3.488	0.032*	0.032	0.647
Self-Esteem	27.206	0.000**	0.116	0.999	0.517	0.473	0.002	0.110	13.809	0.000**	0.117	0.998
Dealing with Failures	0.035	0.851	0.000	0.054	0.032	0.859	0.000	0.054	0.034	0.967	0.000	0.055
Tolerance for Ambiguity	4.470	0.036*	0.021	0.555	0.376	0.540	0.002	0.094	2.404	0.093	0.023	0.481
Performance	0.301	0.584	0.001	0.085	0.881	0.349	0.004	0.154	0.583	0.559	0.006	0.146
Concern for High Quality	3.210	0.075	0.015	0.430	1.769	0.185	0.008	0.263	2.526	0.082	0.024	0.502
Locus of Control	19.196	0.000**	0.084	0.992	0.004	0.947	0.000	0.051	9.607	0.000**	0.085	0.980

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate results reveal that community of the entrepreneurs is found to have a main effect on self–esteem and locus of control at 1 percent significant level while self confidence and tolerance for ambiguity at 5 percent significant level when compared to other variables.

While on the other hand, marital status of the respondents did not create main effect on any of the attitudinal competency attributes. However, the analysis further discloses that the marital status of the entrepreneurs in the presence of community found to have created interaction effect on self-confidence, self-esteem, and locus of control significant at $p<0.05$, $p<0.01$ and $p<0.01$ respectively.

The univariate analysis suggests that self-confidence, self-esteem, tolerance for ambiguity, and locus of control were found to be the contributing variables for the

significant difference among married and unmarried entrepreneurs between backward and other community respondents

IV.5.3 Post-hoc Comparison of Mean Values

An attempt was made to compare mean values of the dependent attitudinal competency variables which differed significantly from the other variables in making the difference among the entrepreneurs of community groups.The results are presented in table III.5.3

Table IV.5.3
Comparison of Mean Values of Significant Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Community		Marital Status	
	Backward community	Other Community	Married	Unmarried
Self-Confidence	19.57	18.64	18.90	19.32
Locus of Control	19.32	17.91	18.60	18.63
Self-Esteem	21.03	19.54	20.41	20.16

Source : Primary data

The comparison of mean values of significant attitudinal competency variables suggests that Self-Confidence, Self-Esteem and Locus of Control were found to be significantly higher among backward community entrepreneurs than entrepreneurs of other community. Between married and unmarried groups, self-confidence is found to be higher among unmarried respondents while married respondents are better in terms of their self-esteem.

IV.6.1 Effect of Community and Nature of Family on Attitudinal Competency

An attempt is made to assess the effect of nature of family of the respondents belonging to socially and economically backward and other community groups on their attitudinal competency attributes. The multivariate analysis was carried out to analyze the processed data and the results are presented in table IV.6.1.

Table IV.6.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.834	5.754	0.000**	0.166	0.999
Nature o the Family	0.907	2.972	0.005**	0.093	0.929
Community X Nature of the Family	0.004	6383.918	0.000**	0.996	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The examination of the multivariate results reveals that the community of the respondents had main effect on the combined attitudinal competency constructs irrespective of whether the respondents live in either joint or nuclear family set-ups. The value of Wilks' λ being at 0.834 with an associated F value of (7,202) =5,754 is significant at 1 percent level.

Similarly significant difference is found in the combined mean values of the entrepreneurs living in both joint and nuclear family set-ups irrespective of their community. The Wilks' λ shows 0.907 with an associated F value of (7,202) =2,972 which is significant at 1 percent level.

Besides main effects, the independent factors namely community and type of family also had an interaction effect on their correlated attitudinal competency aspects. The Wilks' λ=0.004 and the associated F value being at (7,202)=6383.918,which is significant at 1 percent level. The test has ensured the existence of a strong (0.996) relationship between the independent and dependent variables with a very high prediction power (1.000).

The MANOVA analysis, therefore, suggests that mean scores differ significantly on the linear combinations of multiple attitudinal competency attributes among the entrepreneurs living in both joint and nuclear family systems between backward and other community groups in the study areas.

IV.6.2. Results of the Univariate Analysis

As the overall F value is found to be significant , separate ANOVA tests are conducted on each of the dependent attitudinal competency variables in order to identify the variables that contributed to the significant overall effect. The relevant data was processed and the results are presented in table IV.6.2.

Table IV.6.2

Univariate Analysis on Dependent Managerial Competency Variables

Attitudinal Competency Variables	Main Effect								Interaction Effects			
	Community				Nature of the Family							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	6.032	0.015*	0.028	0.686	0.007	0.935	0.000	0.051	3.072	0.048*	0.029	0.588
Self-Esteem	26.695	0.000**	0.114	0.999	0.059	0.809	0.000	0.057	13.549	0.000**	0.115	0.998
Dealing with Failures	0.291	0.590	0.001	0.084	4.343	0.038*	0.020	0.546	2.190	0.114	0.021	0.444
Tolerance for Ambiguity	3.814	0.052	0.018	0.494	0.537	0.464	0.003	0.113	2.487	0.086	0.023	0.495
Performance	0.948	0.331	0.005	0.163	6.844	0.010*	0.032	0.740	3.569	0.030*	0.033	0.658
Concern for High Quality	4.257	0.040*	0.020	0.537	2.648	0.105	0.013	0.367	2.972	0.053	0.028	0.573
Locus of Control	19.351	0.000**	0.085	0.992	0.207	0.650	0.001	0.074	9.717	0.000**	0.085	0.981

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The results of univariate analysis reveals that community of the respondents had main effect on self-esteem and locus of control at 1 percent significant level and self-confidence and concern for high quality were at 5 percent level of significance. Similarly the nature of the family of the respondents also had main effects on two attributes, namely dealing with failure and performance at 5 percent level of significance. The univariate analysis further reveals that community interacts positively with the nature of the family and the interaction effect was found to be significant at 1 percent level on self-esteem and locus of control and at 5 percent level on self-confidence and performance.

The univariate analysis, therefore, suggests that attitudinal competency variables namely self-confidence ,self-esteem, concern for high quality, performance and locus of control were found to have contributed to the significant difference in the attitudinal competency among respondents living either in joint or nuclear family systems between backward and other communities.

IV.6.3 Post-hoc Comparison of the Mean Values

An attempt was also made between the mean values of the dependent variables contributing to the difference in the combined attitudinal competency in order to specify which groups of entrepreneurs are endowed with these attributes over the other groups. The respective mean values are presented in table IV.6.3

Table IV.6.3
Comparisons of Mean Values for the Significant Attitudinal Competency Attributes.

Attitudinal Competency Variables	Community		Family Type	
	Backward Community	Other Community	Joint Family	Nuclear Family
Self-Confidence	19.45	18.51	19.00	18.97
Self-Esteem	21.12	19.63	20.40	20.34
Dealing with failure	16.18	15.96	16.49	15.65
Performance	17.23	16.83	17.55	16.52
Concern for high quality	19.91	19.25	19.83	19.33
Locus of Control	19.34	17.90	18.69	18.55

Note: Because of the large number of independent and dependent variables, the consequent number of significant tests will increase the likelihood of making a Type I error, therefore dependent variables with significant differences only were considered (Abdi, 2007). Type I error (a significant finding which occurs by chance due to repeating the same test a number of times)

The comparison of the mean values for the dependent variables with significant differences suggests that these attributes are found to be higher among backward community entrepreneurs than others. Similarly respondents who live in joint family system were found have better attitudinal scores on Dealing with failure and Performance attributes than other aspects.

Therefore the overall result suggests that backward community entrepreneurs are found to have a higher attitudinal competency in terms of self-confidence, self-esteem, concern for high quality, and locus of control and particularly those who live in joint family system are found to be better in terms of dealing with failure and performance scales than other community entrepreneurs.

IV.7.1 Effect of Community and Nature of Education on Attitudinal Competency

In order to examine whether the mean scores differ among technically and non-technically qualified entrepreneurs belonging to backward and other communities in Chennai city, multivariate analysis was carried out. The MANOVA results are shown in table IV.7.1

Table IV.7.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.821	6.301	0.000**	0.179	1.000
Nature of Education	0.847	5.202	0.000**	0.153	0.998
Community X Nature of Education	0.005	5897.406	0.000**	0.995	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis indicates that differences were found between the backward and other community entrepreneur groups on combined attitudinal competency measures irrespective of the fact whether they are technically qualified or otherwise and the difference was found to be significant at 1 percent level.(Wilks' $\lambda = 0.821$, $F(7,202) = 6.301$, $p < 0.01$, partial $(\eta^2_p) = 0.179$ and power =1.000.).

Similarly the nature of education had multivariate effect on the combined attitudinal competency between respondent groups with technical and non-technical education backgrounds irrespective of their community factor. The Wilks' $\lambda = 0.847$, F value = 5.202, $p < 0.01$, partial $(\eta^2_p) = 0.153$ and power =1.000.

Further, an interaction effect is also found between the community and the nature of education of the respondents on the combined attitudinal competency of the sample respondents. The Wilks' $\lambda=0.005$ with an associated, F value (7,202) of 5897.406 which is significant at 1 percent level. The effect size (0.995) indicates a strong relationship

between the independent and the dependent variables which can predict with a high power of 1.000.

Therefore the analysis suggests that the combined attitudinal competency among the technically and non-technically qualified entrepreneurs between backward and other communities differ at 1 percent level of significance.

IV.7.2. The Results of Univariate Analysis

The univariate analyses of variance (ANOVAs) was conducted as a follow-up of MANOVA to identify the specific dependent variables that had contributed to the significant overall main and interaction effects. The results of univariate F tests are shown in table IV.7.2

Table IV.7.2
Univariate Analysis on Dependent Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Main Effects								Interaction Effects			
	Community				Nature of Education							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self Confidence	7.733	0.006**	0.036	0.790	13.283	0.000**	0.060	0.952	9.906	0.000**	0.087	0.983
Self-Esteem	28.892	0.000**	0.122	1.000	4.357	0.038*	0.021	0.547	15.978	0.000**	0.133	1.000
Dealing with Failures	0.167	0.683	0.001	0.069	11.413	0.001**	0.052	0.920	5.726	0.004**	0.052	0.862
Tolerance for Ambiguity	5.316	0.022*	0.025	0.631	7.227	0.008**	0.034	0.763	5.903	0.003**	0.054	0.873
Performance	0.585	0.445	0.003	0.119	11.804	0.001**	0.054	0.928	6.052	0.003**	0.055	0.881
Concern for High Quality	3.189	0.076	0.015	0.428	0.057	0.812	0.000	0.056	1.656	0.193	0.016	0.347
Locus of Control	19.379	0.000**	0.085	0.992	0.174	0.677	0.001	0.070	9.699	0.000**	0.085	0.981

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate result shows that community had main effect on self-Confidence, self-esteem, and locus of control at 1 percent significant level and tolerance for ambiguity at 5 percent level of significance irrespective of the nature of education among the sample entrepreneurs.

In the same way, the nature of education had a main effect on the following dependent variables namely, self-confidence, dealing with failure, tolerance for ambiguity and

performance significant at 1 percent level and self-esteem was significant at 5 percent level ignoring the community factors.

The interaction effect was also found between community and nature of education of the entrepreneurs on six attitudinal competency variables namely, self-confidence self-esteem, dealing with failure tolerance for ambiguity, performance and locus of control uniformly 1 percent level of significance except on concern for high quality which failed to have significant effect.

It is, therefore, observed that self-confidence, self-esteem, dealing with failure, tolerance for ambiguity, performance and locus of control were found to be the significant attributes contributed to the difference in the combined attitudinal competency between the respondent groups.

IV.7.3 Post-hoc Comparison of Mean Values

The mean values of the significant attitudinal competency variables were compared in order to identify the particular group of entrepreneurs which differed from the other groups in terms of their attitudinal competency aspects. The table IV.7.3 shows the mean values of the six dependent variables.

Table IV. 7.3
Comparisons of Mean values of Significant Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Community		Nature of Education	
	Backward Community	Other Community	Technical	Non -technical
Self-Confidence	19.23	18.21	18.02	19.42
Locus of Control	19.29	17.87	18.51	18.65
Dealing with Failures	15.80	15.64	15.02	16.43
Tolerance for Ambiguity	18.73	18.14	18.09	18.79
Self-Esteem	21.09	19.49	19.93	20.56
Performance	16.82	16.51	15.95	17.38

Source : Primary data

The comparison of the means values suggests that all the significant attitudinal competency attributes are found to be higher among non–technically qualified backward community respondents than other groups.

Therefore it can be concluded from the overall analysis that when the nature of education interacts with community of the respondents, the attitudinal competency attributes namely, self-confidence, self-esteem, dealing with failure, tolerance for ambiguity, and performance were found to be higher among non- technically qualified backward community entrepreneurs when compared to technically qualified backward and other community groups.

IV.8.1 Effect of Community and Educational Qualification on Attitudinal Competency

In order to find out whether the mean values differ among the respondents with different educational qualifications between the backward and other community groups on a linear combinations of the dependent attitudinal competency attributes, multivariate analysis was conducted and the results are presented in table IV.8.1.

Table IV.8.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.829	5.937	0.000**	0.117	0.999
Educational Qualification	0.906	1.452	0.126	0.048	0.836
Community X Educational Qualification	0.006	5178.866	0.000**	0.994	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The results of multivariate analysis reveals that the community groups indicate that there is a difference in the mean values of combined attitudinal competency between different community group entrepreneurs irrespective of their educational qualifications and it differs at 1 percent level of significance.

At the same time different educational qualifications among the respondents fails to create main effect on the attitudinal competency of the entrepreneurs.

However, educational qualification in the presence of community had an interaction effect on the combined aspect of attitudinal competency of the entrepreneurs. Wilks' Lambda= 0.006, F(7/201) value = 5178.866, $p < 0.01$, partial (η^2_p) = 0.994,and power =1.000.

The analysis, therefore suggests that there was a significant difference in the combined attitudinal competency among the entrepreneurs with different educational qualification between backward and other community groups.

IV.8.2 Results of Univariate Analysis

A further attempt was made in order to identify the specific dependent variables that contributed to the significant effect in the multivariate analysis. Univariate analyses of variance (ANOVAs) for each of the seven dependent variables were conducted and the results are shown in table IV 8.2

Table IV.8.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Attitudinal Competency	Main Effects								Interaction Effects			
	Community				Educational Qualification							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	6.964	0.009**	0.033	0.747	2.029	0.134	0.019	0.415	3.429	0.018*	0.047	0.765
Self-Esteem	27.417	0.000**	0.117	0.999	0.673	0.511	0.006	0.162	9.475	0.000**	0.121	0.997
Dealing with Failures	0.094	0.760	0.000	0.061	1.051	0.351	0.010	0.232	0.713	0.545	0.010	0.200
Tolerance for Ambiguity	4.990	0.027*	0.024	0.604	1.108	0.332	0.011	0.243	2.222	0.087	0.031	0.558
Performance	0.191	0.662	0.001	0.072	0.458	0.633	0.004	0.124	0.400	0.753	0.006	0.129
Concern for High Quality	3.135	0.078	0.015	0.422	0.589	0.556	0.006	0.147	1.479	0.221	0.021	0.388
Locus of Control	17.688	0.000**	0.079	0.987	2.503	0.084	0.024	0.498	8.195	0.000**	0.106	0.991

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate analysis reveals that community had main effects on self-confidence, self-esteem, and locus of control at 1 percent level of significance and tolerance for ambiguity at 5 percent level of significance irrespective of their educational qualifications. As against this, educational qualification of the entrepreneurs did not find main effect on any one of the dependent attitudinal competency attributes.

However, it is evident from the table that community and educational qualification of the entrepreneurs interacted with each other and had interaction effects at 5 percent and 1 percent significant levels on self-confidence, self-esteem and locus of control aspects.

The univariate analysis, therefore, suggests that attitudinal competency aspects namely self-confidence, self-esteem, tolerance for ambiguity and locus of control were found to be the contributing factors for the significant difference among entrepreneurs with different educational qualifications between community groups.

IV.8.3 Results of Tukey's HSD Post-Hoc test

As there were more than two groups of respondents with different educational qualification, the Tukey HSD test was carried out to examine the mean values of the dependent attitudinal competency attributes which contributed to the significant difference among entrepreneurs with different educational qualification. The comparison of mean values is presented in table IV.8.3.

Table IV.8.3
Tukey's HSD results for the Significant Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Community		Educational Qualification		
	Backward	Others	SSLC	HSC/ Diploma	Graduates
Self-Confidence	**19.63**	18.64	18.94	18.51	**19.47**
Self-Esteem	**21.18**	19.66	19.20	19.99	**20.22**
Tolerance for Ambiguity	**18.95**	18.38	18.35	18.54	**18.81**
Locus of Control	**19.12**	17.76	**18.75**	18.34	17.56

The comparison of mean values suggests that the significant attributes were found to be higher among graduate backward community entrepreneurs except on locus of control which was higher among backward community entrepreneurs educated up to high school level (S.S.L.C).

The overall analysis suggests that graduate backward community respondents have perceived higher self-confidence, self-esteem and tolerance for ambiguity. While backward community respondents with high school education are found to have higher internal locus of control than other respondents within and between other community groups.

IV.9.1 Effect of Community and Nativity on Attitudinal Competency

Multivariate analysis was used to find out whether the mean scores, of native as well as migrant entrepreneurs belonging to backward and other community groups, differ across the seven constructs of attitudinal competency simultaneously in the study location in Chennai city. The result of MANOVA is presented in table IV.9.1

Table IV.9.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.833	5.804	0.000**	0.167	0.999
Nativity	0.893	3.441	0.002**	0.107	0.963
Community X Nativity	0.005	6246.943	0.000**	0.995	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate table reveals that there was a main effect of community (Wilks' Lambda= 0.833, F(7,202) value = 5.804, $p < 0.01$, partial (η^2_p)= 0.167and power=0.999) and similarly nativity of the entrepreneurs also had a main effect (Wilks' Lambda= 0.893 , F (7,202) value = 3.441, $p < 0.01$, partial (η^2_p)= 0.107and power=963) on the combined attitudinal competency of the respondents irrespective of the presence of each other. Further examination of the analysis suggests that nativity had an interaction effect with community of the entrepreneurs (Wilks' Lambda= 0.005, F(7,202) value = 6246.943, $p < 0.01$, partial (η^2_p)= 0.995and power=1.000) on the combined attitudinal competency among the native and migrant entrepreneurs between backward and other community groups.

It can, therefore, be understood that significant differences exist in the attitudinal competencies between native and migrant entrepreneurs between backward and other communities.

IV.9.2. Results of Univariate Analysis

As a follow up of MANOVA results, univarate analysis was conducted in order to find out the effect of community and nativity on each of the seven attitudinal competency variablesconstructs. The univariate results are given in table IV.9.2

Table IV. 9.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Attitudinal Competency	Main Effects								Interaction Effects			
	Community				Nativity							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	5.645	0.018*	0.026	0.657	2.053	0.153	0.010	0.297	4.126	0.017*	0.038	0.725
Self-Esteem	27.752	0.000**	0.118	0.999	0.924	0.338	0.004	0.160	14.038	0.000**	0.119	0.998
Dealing with Failures	0.078	0.781	0.000	0.059	1.403	0.238	0.007	0.218	0.720	0.488	0.007	0.171
Tolerance for Ambiguity	4.445	0.036*	0.021	0.555	0.020	0.887	0.000	0.052	2.223	0.111	0.021	0.450
Performance	0.227	0.634	0.001	0.076	0.561	0.455	0.003	0.116	0.423	0.656	0.004	0.118
Concern for High Quality	3.369	0.068	0.016	0.447	0.226	0.635	0.001	0.076	1.742	0.178	0.016	0.363
Locus of Control	17.979	0.000**	0.080	0.988	18.590	0.000**	0.082	0.990	19.758	0.000**	0.160	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

Examination of the univariate results indicates that community of the respondents had main effect on four attitudinal attributes at 1 percent significant level on self-esteem and locus of control and at 5 percent significant level on self-confidence, and tolerance for ambiguity irrespective of the nativity of the respondents. Nativity factor also had main effect only on locus of control when compared to other aspects.

However, the result shows that community and nativity of the respondents had interaction effect at 1 percent level of significant on self-esteem and locus of control and at 5 percent significant level on self-confidence.

The univariate analysis, therefore, suggests that self-confidence, self-esteem, tolerance for ambiguity and locus of control were found to have contributed to the overall difference as indicated by the multivariate analysis.

IV.9.3 Post-hoc Comparison of the Mean Values

The mean values of the significant dependent attitudinal competency variables were compared to identify the particular group of entrepreneurs which differed from the other group in terms of their combined attitudinal competency aspects. The corresponding mean values are presented in table IV.9.3

Table IV.9.3
Comparison of Mean Values of Significant Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Community		Nativity	
	Backward	Others	Natives	Migrants
Self-Confidence	**19.497**	18.601	18.78	**19.32**
Self-Esteem	**21.080**	19.577	20.47	20.19
Tolerance for ambiguity	**18.839**	18.298	18.59	18.55
Locus of Control	**19.439**	18.120	18.11	**19.45**

Source : Primary data

The examination of the mean values suggests that backward community migrant entrepreneurs are found to have higher self-confidence and locus of control, while self-esteem was slightly higher among native respondents. Although tolerance for ambiguity was higher among backward community groups, it remains almost the same between natives and migrant groups.

The overall analysis, therefore, concludes that backward community migrant respondents have higher attitudinal competency in terms of two attributes namely self-confidence and locus of control when compared to natives who are found to have only higher self esteem.

IV.10.1 Effect of Community and Previous Experience on Attitudinal Competency

The effect of community and previous experience of the sample respondents were examined with the help of multivariate analysis in order to understand the nature of combined attitudinal competency between the backward and the other community groups in the study area. The MANOVA results are reported in table IV.10.1.

Table IV.10.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.801	7.159	0.000**	0.199	1.000
Previous Occupation	0.910	2.862	0.007**	0.090	0.918
Community X Previous Occupation	0.005	5678.067	0.000**	0.995	1.000

Source: Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate result shows that there was a main effect of community on the combined competency of the respondents irrespective of the fact whether they had previous experiences or not before their entry in to the current venture (Wilks' Lambda= 0.801, F(7,202) value = 7.159, $p < 0.01$, power=1.000). Similarly previous experience of the respondents as another independent factor had main effect on the combined attitudinal competency ignoring the presence of community, (Wilks' Lambda= 0.910, F (7,202) value = 2.862, $p < 0.01$, power=0.918).

In addition to the main effects, the community had an interaction effect positively with the previous experiences of the sample respondents, (Wilks' Lambda= 0.005 , F(7,202) value =5678.067, $p < 0.01$, power=1.000).

Therefore the multivariate analysis suggests that the combined attitudinal competency differs significantly at 1percent level among the respondents doing the present business either with or without previous experience between backward and other communities.

IV.10.2 Results of Univariate Analysis

Univariate analyses of variance (ANOVAs) for each dependent variable were conducted as a follow-up of MANOVA results in order to identify the specific dependent attitudinal competency variables which showed the difference among entrepreneurs who entered in to current businesses either with or without previous experience between backward and other community groups. The univariate results are presented in table III.10.2

Table IV.10.2
Univariate Analysis on Dependent Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Main Effect								Interaction Effect			
	Community				Previous Occupation							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	7.755	0.006**	0.036	0.792	2.719	0.101	0.013	0.375	4.468	0.013*	0.041	0.761
Self-Esteem	35.699	0.000**	0.146	1.000	12.434	0.001**	0.056	0.939	20.541	0.000**	0.165	1.000
Dealing with Failures	0.511	0.476	0.002	0.110	6.236	0.013*	0.029	0.700	3.137	0.045*	0.029	0.598
Tolerance for Ambiguity	6.359	0.012*	0.030	0.709	4.439	0.036*	0.021	0.555	4.479	0.012*	0.041	0.762
Performance	0.399	0.528	0.002	0.096	0.275	0.601	0.001	0.082	0.280	0.756	0.003	0.094
Concern for High Quality	4.523	0.035*	0.021	0.562	2.783	0.097	0.013	0.382	3.041	0.050*	0.028	0.584
Locus of Control	17.700	0.000**	0.078	0.987	0.140	0.709	0.001	0.066	9.681	0.000**	0.085	0.981

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

Significant univariate effects were found on the following dependent variables. Community of the respondents had main effects on five attitudinal competency constructs namely, self-confidence, self-esteem, and locus of control at 1 percent level of significance and tolerance for ambiguity and concern for high quality at 5 percent significant level irrespective of the status of previous experience.

Similarly the status of previous experience of the sample respondents also had a main effect on three attitudinal competency attributes namely self-esteem at 1 percent level of significance and dealing with failure, and tolerance for ambiguity at 5 percent level of significance irrespective of their community factors.

Further analysis shows that there was also interaction effect between the community and the previous experience of the sample entrepreneurs on six attributes at 1 percent level of significance on self-esteem and locus of control and at 5 percent significant level on self-confidence, dealing with failure, tolerance for ambiguity and concern for high quality.

The univariate analysis, therefore, suggests that except for performance, other attitudinal competency attributes are found to have contributed to the overall difference in the attitudinal competency of the sample respondents.

IV.10.3 Post-hoc Comparison of the Mean Values

An attempt was also made to compare the mean values of the dependent attitudinal competency variables to clarify the nature of the mean differences among the entrepreneurs, with or without previous experience, between backward and other community groups. The respective mean values are presented in table IV.10.3

Table IV.10.3
Comparison of Mean values of Significant Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Community		Previous experience	
	Backward Community	Other Community	Yes	No
Self-Confidence	19.36	18.31	19.18	18.50
Self-Esteem	21.00	19.30	20.69	19.61
Dealing with Failures	15.90	15.61	16.32	15.20
Tolerance for Ambiguity	18.78	18.13	18.75	18.16
Concern for High Quality	19.76	19.07	19.70	19.12
Locus of Control	19.33	17.94	18.57	18.70

The examination of the mean values for significant attitudinal competency variables indicate that all the significant attributes are found to be higher among backward community entrepreneurs who had some previous experiences prior to their entry in to this venture when compared to other community group entrepreneurs except on locus of control which was found to be higher among those respondents who had experiences prior to their entry in to this venture.

Therefore multivariate and its follow up tests suggest that the backward community entrepreneurs who entered in to the current business with previous experiences are found to have higher scores in respect of five attributes namely, self-confidence, self-esteem, dealing with failure, tolerance for ambiguity, and concern for high quality than other groups both within as well as between other community group entrepreneurs.

IV.11.1 Effect of Community and Nature of Previous Experience on Attitudinal Competency

In order to examine the effect of nature of previous experience of the respondents

belonging to backward and other community groups on their attitudinal competency attributes , two-way MANOVA was carried out. The results are presented in table IV.1.1.

Table IV.11.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.851	(7,143)=3.576	0.001**	0.149	0.967
Nature of Previous Occupation	0.623	(21,411)=3.508	0.000**	0.146	1.000
Community X Nature of Previous Occupation	0.004	(7,143)=4797.163	0.000**	0.996	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The examination of multivariate results reveal that the mean values differs between the backward and other community entrepreneur groups on the combined attitudinal competency attribute irrespective of the nature of their previous experience and the difference was found at 1 percent level of significance .Wilks' λ being at 0.851, *F* (7,143) =3.576. partial (η^2_p) =0.149,power=0.967.

Multivariate result further reveals that nature of previous experience of the respondents had main effect on the combined attitudinal competency irrespective of their communities. Wilks' λ is 0.623, *F* (21,411) =3.508 , p<0.01, partial (η^2_p) =0.146.

The multivariate result also exhibits that there was an interaction effect between community and the nature of previous experience on the combined aspect of attitudinal competencies of the sample respondents. Wilks' λ is 0.004, *F*(7,143) =4797.163, p<0.01. partial (η^2_p) =0.996, power (1.000).

Therefore it can be understood from the two-way MANOVA that respondents with previous experiences in different areas of operation between backward and other communities differ significantly in terms of their combined attitudinal competencies in Chennai city.

IV.11.2. Results of Univariate Analysis

ANOVA was conducted in order to find out those dependent attitudinal competency variables which have contributed to the significant difference in the mean scores of entrepreneurs with different experiences prior to their entry in to the entrepreneurial career between backward and other communities in Chennai city. The univariate *F* test results are presented in table IV.11.2

Table IV.11.2
Univariate Analysis on Dependent Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Main Effects								Interaction Effects			
	Community				Nature of Previous Occupation							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	5.375	0.022*	0.035	0.634	2.554	0.058	0.049	0.620	3.023	0.020*	0.075	0.791
Self-Esteem	16.439	0.000**	0.099	0.981	11.347	0.000**	0.186	0.999	13.894	0.000**	0.272	1.000
Dealing with Failures	1.455	0.230	0.010	0.224	0.971	0.408	0.019	0.261	1.084	0.366	0.028	0.336
Tolerance for Ambiguity	0.732	0.394	0.005	0.136	1.945	0.125	0.038	0.494	1.546	0.192	0.040	0.470
Performance	0.888	0.349	0.006	0.154	1.876	0.136	0.036	0.479	1.475	0.213	0.038	0.449
Concern for High Quality	2.245	0.136	0.015	0.319	1.603	0.191	0.031	0.479	1.770	0.138	0.045	0.530
Locus of Control	1.777	0.185	0.012	0.263	7.741	0.191	0.031	0.415	6.884	0.000**	0.156	0.993

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The examination of the univariate result shows that community of the respondents had main effect on self-confidence and self-esteem at 5 percent and at 1 percent levels of significance respectively irrespective of the type of their previous experience.

Similarly the type of the previous experience of the sample respondents also had a main effect only on self-esteem, irrespective of their community factors.

The univariate result further shows that there were interaction effects between community of the respondents and the nature of their previous experiences on self-esteem and locus of control at 1 percent significant level and self-confidence at 5 percent level of significance when compared to other attributes.

The univariate analysis, therefore, suggests that the dependent variables like self-

confidence, self-esteem and locus of control are found to have contributed to the overall differences in the combined attitudinal competency of the sample respondents.

IV.11.3 Tukey's HSD test results

Tukey's HSD tests were carried out in order to examine the mean values of dependent attitudinal attributes which contributed to the significant difference among entrepreneurs with different experiences. The mean values are presented in table IV.11.3

Table IV.11.3
Tukey's HSD Test Results for the Significant Attitudinal Competency Attributes

Dimensions of Attitudinal Competency	Community		Nature of previous experience			
	Backward	Others	Employed	Self Employed	Business	Others
Self-Confidence	**19.60**	18.56	18.80	**19.75**	18.60	18.29
Self-Esteem	**21.24**	19.98	19.25	**21.41**	**20.62**	20.07
Locus of Control	**18.53**	18.02	17.27	**19.20**	**18.82**	17.36

The examination of tukey's HSD test results indicates that the significant attitudinal competency dependent variables were found to be higher among self-employed backward community entrepreneurs and followed by those who had experiences in some other business activities when compared to others within and other community respondents groups.

The multivariate analysis, therefore, suggests that backward community respondents, who had prior experience in self-employment followed by other business activities are found to have higher attitudinal competency in terms of self-confidence, self-esteem and locus of control attributes when compared to other groups in Chennai city.

IV.12.1. Effect of Community and Training in Entrepreneurship Development Programme on Attitudinal Competency.

The primary barrier to economic growth in developing countries is often not due to the scarcity of capital or land but because of the non availability of capable entrepreneurs with required entrepreneurial competencies for the promotion and management of the

ventures. McClelland is of the opinion that entrepreneurial competencies can be taught, and trained through organized and systematic entrepreneurship development programmes. The thrust of these development programmes is to motivate individuals for entrepreneurial career and to make them capable of perceiving the opportunities and exploiting them successfully for setting up of their enterprises.

In order to examine the nature of combined attitudinal competencies among the respondents, who were trained in entrepreneurship development programmes or otherwise, between the communities groups, the relevant data collected were analyzed by using two-way MANOVA. The test results are reported in table IV.12.1.

Table IV.12.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.825	(7,202)=6.122	0.000**	0.175	1.000
Training in EDP	0.954	(7,202)=1.377	0.217	0.046	0.577
Community X Training in EDP	0.006	(7,202)=4764.389	0.000**	0.994	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis reveals that the combined attitudinal competency differs between the community group entrepreneurs irrespective of their training in entrepreneurship development programmes and it was differed at at 1 percent level of significance. The effect size indicates the existence of a strong relationship between the community factors and the attitudinal competency of the respondents (The Wilks' Lambda =0.825, F(7,202) = 6.122. partial (η^2_p) = 0.175 and power=1.000).

But the status of training in entrepreneurship development programmes fails to produce significant effect in the combined attitudinal competency of the respondents irrespective of their community factors. However, there were interaction effect between the community and the training in EDPs on the combined attitudinal competency attributes and the effect was significant at 1 percent level. (The Wilks' Lambda =0.006, F(7,202) =4764.389, partial (η^2_p) = 0.994 and power=1.000)

The multivariate analysis, therefore, suggests that the combined attitudinal competency differs significantly among the trained and un trained respondents in entrepreneurship development programmes between backward and other community groups in the study area.

IV.12.2 Results of Univariate Analysis

Univariate analyses of variance (ANOVAs) were conducted in order to identify the specific dependent variables that contributed to the significant difference in the multivariate analysis. The test results are given in table IV.12.2.

Table IV.12.2
Univariate Analysis on Dependent Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Main Effects								Interaction Effects			
	Community				Training in EDP							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	6.697	0.010*	0.031	0.731	2.071	0.152	0.010	0.299	4.135	0.017*	0.038	0.726
Self-Esteem	28.434	0.000**	0.120	1.000	2.516	0.114	0.012	0.352	14.938	0.000**	0.126	0.999
Dealing with Failures	0.054	0.816	0.000	0.056	0.345	0.557	0.002	0.090	0.191	0.826	0.039	0.734
Tolerance for Ambiguity	5.113	0.025*	0.024	0.614	3.896	0.050*	0.018	0.502	4.202	0.016*	0.039	0.734
Performance	0.297	0.587	0.001	0.084	0.030	0.862	0.000	0.053	0.157	0.854	0.002	0.074
Concern for High Quality	3.467	0.064	0.031	0.731	0.675	0.412	0.003	0.129	1.970	0.142	0.019	0.405
Locus of Control	18.568	0.000**	0.082	0.990	0.986	0.322	0.005	0.167	10.143	0.000**	0.089	0.985

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate results indicate that the community of the respondents had main effect at 1 percent level of significance on self-esteem and locus of control and at 5 percent level of significance on self-confidence and tolerance for ambiguity irrespective of their training in EDP. Similarly the training status in EDP had a main effect at 5 percent level of significance only on tolerance for ambiguity irrespective of the community of the respondents. The univariate result further shows that community and the training status in EDP had interaction effects at 1 percent level of significance on self-esteem and locus of control and at 5 percent level of significance on self-confidence and tolerance for ambiguity.

The univariate analysis, therefore, suggests that self-confidence, self-esteem, tolerance for ambiguity and locus of control variables are found to have contributed to the overall significant differences in the combined attitudinal competency of the sample respondents.

IV.12.3 Post-hoc Comparison of Mean Values.

The mean values of the respondent groups were compared to specify the particular group of entrepreneurs which differed from the other groups in terms of their attitudinal competency attributes. The table IV. 12.3 shows the mean values of the four significant variables.

Table IV. 12.3

Comparisons of Mean values for the Significant Dependent Variables

Dimensions of Behavioural Competency	Community		Training in EDP	
	Backward community	Other Community	Yes	No
Self-Confidence	19.30	18.32	18.50	19.12
Self-Esteem	20.98	19.47	19.96	20.48
Tolerance for Ambiguity	18.71	18.13	18.13	18.71
Locus of Control	19.40	18.01	18.89	18.52

Source : Primary data

Comparison of mean values for the significant attitudinal competency variables suggests that un trained backward community respondents are found have moderately a higher self-confidence, self-esteem, and tolerance for ambiguity than those who had attended the training within the group as well as other community entrepreneurs groups. While locus of control was found to be higher among trained backward community respondents when compared to those without such trainings.

As against the general opinion that entrepreneurship development programmes are aimed at motivating potential entrepreneurs to acquire certain knowledge and skills required for the promotion and the development of enterprises, the present analysis

concludes that self-confidence, self-esteem , and tolerance for ambiguity attributes are found to be higher among backward community respondents who had not undergone any training in entrepreneurship development programmes when compared to those who had attended such training within the group as well as those of other community groups.

IV.13.1. The effect of Community and the presence of family members or friend in business activities on Attitudinal Competency.

In order to examine whether the means scores differ among entrepreneurs, whose family members or friends are either engaged in some business activities or otherwise, between backward and other community entrepreneurs on a *linear combinations* of seven dependent attitudinal competency variables, multivariate analysis was carried out with the relevant data collected and the test results are presented in tables IV.13.1.

Tables IV.13.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.817	(7,202)=6.460	0.000**	0.183	1.000
Family members or friends in business	0.960	(7,202)=1.212	0.298	0.040	0.513
Community X Family members or friends in business	0.005	(7,202)=6248.180	0.000**	0.995	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis reveals that the community factor had main effect on the combined attitudinal competency of the respondents. It implies that there is a difference at 1 percent significant level in the mean values of the entrepreneurs belonging to backward and other communities on the linear combinations of the seven attitudinal competency attributes irrespective of the fact whether they had any of their family members or friends in business or not.

But the other independent factor namely whether the respondents had any of their family members or friends in business activities or otherwise do not find significant effect in the combined attitudinal competency irrespective of their community factors.

However, interaction effect was found at 1 percent significant level between the two independent factors on their combined attitudinal competency aspects. The multivariate effect size indicates that there is a strongest possible relationship (0.995) between the independent factors and the dependent attitudinal competency attributes.

The multivariate analysis therefore, suggests that the combined attitudinal competency differs significantly among the respondents who had any of their family members or friends in business or otherwise, between backward and other community groups in the study area.

IV.13.2 Results of Univariate Analysis

Univariate analyses of variance (ANOVAs) were carried out in order to identify the specific dependent variables that contributed to the significant difference among the entrepreneurs groups. The test results are given in table IV.13.2

Table IV.13.2
Univariate Analysis on Dependent Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Main Effects								Interaction Effects			
	Community				Family members or friends in engaged in business activities							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	5.937	0.016*	0.028	0.679	0.046	0.830	0.000	0.055	3.093	0.047*	0.029	0.591
Self-Esteem	29.329	0.000**	0.124	1.000	2.044	0.154	0.010	0.296	14.671	0.000**	0.124	0.999
Dealing with Failures	0.095	0.758	0.000	0.061	0.194	0.660	0.001	0.072	0.115	0.891	0.001	0.067
Tolerance for Ambiguity	2.818	0.095	0.013	0.386	1.472	0.226	0.007	0.227	2.964	0.054	0.028	0.57
Performance	0.272	0.602	0.001	0.081	0.001	0.970	0.000	0.050	0.143	0.867	0.001	0.072
Concern for High Quality	3.764	0.054	0.018	0.489	0.530	0.465	0.003	0.113	1.900	0.152	0.018	0.392
Locus of Control	21.810	0.000**	0.095	0.996	2.435	0.120	0.012	0.342	10.934	0.000**	0.095	0.990

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The examination of univariate results indicate that community had main effects on self-esteem and locus of control at 1 percent significant level while self-confidence was found to be significant at 5 percent level irrespective of the fact whether any of their family members or friends engaged in some business activities or not.

But family members or friends engaged in business activities had no main effect on any of the dependent attitudinal competency variables in the absence of community factors. However interaction effects were found between the independent factors on the attitudinal competency constructs such as self esteem and locus of control at 1 percent significant level and self confidence was significant at 5 percent level when compared to other attributes.

The univariate analysis concludes that self confidence, self esteem and locus of control attributes are found to be the contributing factors for the significant difference in the combined attitudinal competency among the respondents.

IV.13.3 Comparison of Means Values of the Significant Attitudinal Competency Attributes

The mean values of the significant dependent attitudinal competency variables, which contribute to the difference among the entrepreneurs group, were compared in order to specify the particular group of entrepreneurs which differed from the other groups in terms of their attitudinal competency constructs. The table IV.13.3 shows the mean values of the three dependent variables.

Table IV.13.3

Comparing the Mean Values for the Significant Dependent Variables

Dimensions of Attitudinal Competency	Community		Family members or friends in business	
	Backward community	Other Community	Yes	No
Self-Confidence	19.45	18.49	19.01	18.93
Self-Esteem	21.12	19.51	20.53	20.10
Locus of Control	19.33	17.76	18.81	18.28

Source : Primary data

The mean values suggests that self-confidence, self-esteem and locus of control are found to be higher among backward community respondents whose family members or friends are also engaged in some business activities than those within the group and other communities.

The overall analysis concludes that the backward community entrepreneurs whose family members or friends engaged in some business activities are found to be endowed with higher attitudinal competency in terms of their self-confidence, self-esteem and locus of control when compared to other entrepreneurs.

IV.14.1 Effect of Community and Support from family members or friends in business

Multivariate analysis was carried out in order to examine the mean differences on the linear combinations of multiple dependent attitudinal competency variables between the backward and other community groups either supported or otherwise by their family members or friends engaged in business activities. The MANOVA results are presented in table IV.14.1.

Table IV.14.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.836	(7,202)=5.659	0.000**	0.164	0.999
Support from family members or friends in business	0.904	(7,202)=3.074	0.004**	0.096	0.938
Community X Support from family members or friends in business,	0.004	(7,202)=6414.413	0.000**	0.996	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The examination of the multivariate results reveals that the combined attitudinal competency differs at 1 percent level of significance between the backward and other

community groups irrespective of any support from their family members or friends in businesses. Similarly the availability or non-availability of support from family members or friend had main effect at 1 percent level of significance on the attitudinal competency of the entrepreneurs irrespective of their community factors.

Further analysis reveals that the there were also interaction effect at 1 percent level of significance between the independent factors on the attitudinal competency of the respondent groups. Wilks' Lambda= 0.004, F(7,202)=6414.413, $p < 0.01$, partial (η^2_p) = 0.996, power=1.000.

Therefore the multivariate analysis leads to the conclusion that the attitudinal competency differs between the community entrepreneurs who are either supported or nor by the family members or friends.

IV.14.2 Results of Univariate Analysis

The univariate analyses of variance (ANOVAs) for the dependent variable were conducted as a follow-up of multivariate analysis to find out the effect of the independent variables on each of the dependent attitudinal competency variables. The univariate *F* test results are presented in table IV.14.2

Table IV.14.2
Univariate Analysis on Dependent Attitudinal Competency Variables

Dimensions of Attitudinal Competency	Main Effects								Interaction Effects			
	Community				Support from family members or friends in business							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Self-Confidence	5.774	0.017*	0.027	0.667	0.499	0.481	0.011	0.334	3.326	0.038*	0.031	0.625
Self-Esteem	26.186	0.000**	0.112	0.999	0.478	0.490	0.002	0.106	13.787	0.000**	0.117	0.998
Dealing with Failures	0.120	0.730	0.001	0.064	2.724	0.100	0.013	0.376	1.380	0.254	0.013	0.295
Tolerance for Ambiguity	4.257	0.040*	0.020	0.537	0.112	0.738	0.001	0.063	2.270	0.106	0.021	0.458
Performance	0.479	0.489	0.002	0.106	2.818	0.095	0.013	0.386	1.553	0.214	0.015	0.327
Concern for High Quality	3.806	0.052	0.018	0.493	2.362	0.126	0.011	0.334	2.287	0.061	0.026	0.551
Locus of Control	17.320	0.000**	0.077	0.985	11.979	0.001**	0.054	0.931	16.147	0.000**	0.134	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

Given the significance of the overall test, univariate main effect for community were obtained for the following dependent attitudinal competency variables namely self-esteem and locus of control at 1 percent level of significance , while self-confidence and tolerance for ambiguity found to be significant at 5 percent level irrespective of the availability of support from their family members or friends in business activities.The analysis further indicates that support from family members or friends in business factor had main effect only on locus of control when compared to other attributes.

However significant interaction effect was found for the independent factors support from family members or friends in business in the presence of community of the respondents at 1percent significant level for self-esteem and locus of control and at 5 percent significant level on self confidence.

The univariate analysis, therefore, suggests that self confidence, self-esteem, tolerance for ambiguity and locus of control are found to have differed between backward and other community group entrepreneurs who are either supported by their family members or friends engaged in business activities or not.

IV.14.3 Comparison of Mean Values of the Significant Attitudinal Competency Variables

In order to specify the particular group of entrepreneurs who differed from the other groups in terms of their behavioral competency constructs, post hoc comparison was conducted and the test results are given in table IV.14.3.

Table IV.14.3
Mean Values of the Significant Attitudinal Competency Attributes

Dimensions of Behavioural Competency	Community		Support from family members or friends	
	Backward community	Other Community	Yes	No
Self-Confidence	19.41	18.50	18.82	19.08
Self-Esteem	21.08	19.61	20.25	20.44
Tolerance for Ambiguity	18.83	18.30	18.52	18.61
Locus of Control	19.16	17.85	17.97	19.04

The comparison of mean values of the significant attitudinal competency variables, suggests that all significant attributes are found to be higher among backward community entrepreneurs who don't get any support from their family members or friends engaged in business activities than those who are supported.

Therefore the overall analysis concludes that backward community entrepreneurs who are not supported by their family members or friends engaged in business activities are found to have better self-confidence, self-esteem, tolerance for ambiguity than other respondents in Chennai city.

CONCLUSION

Drawing from the review of literature and earlier studies relevant to this study, seven attitudinal competencies were identified for further examination to find out whether these competencies differ among the entrepreneurs between backward and other community entrepreneurs in the study area. The following hypothesis was framed: There is no difference in the attitudinal competency among the entrepreneurs of different social groups. Relevant data was collected from the respondents and the data was tested by using statistical tools like t test MANOVA (one-way and two-way). The test results have not supported the null hypothesis and therefore the alternative hypothesis that there is a difference in the attitudinal competency of the entrepreneurs between backward and other communities. As the MANOVA result has shown a significant difference in the attitudinal competencies, post-hoc tests were made to find out dependent variables which have contributed to the significant difference between the community groups. Further the mean values of the significant attitudinal competency variables were compared between the respondent groups to find out which entrepreneur group is credited with such competencies over the other group.

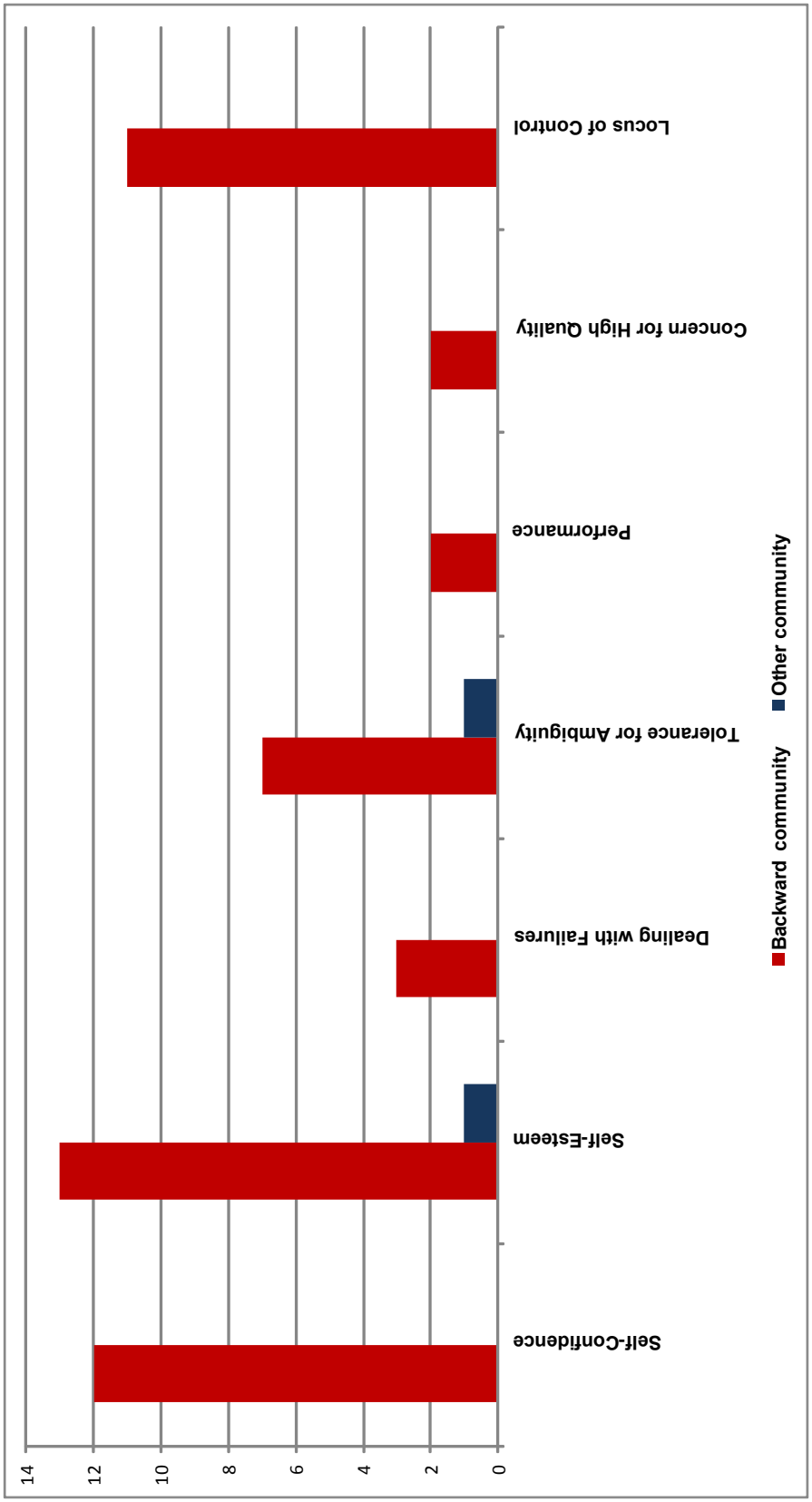
The final analysis have shown that four attitudinal competency variables like self-confidence, self-esteem, tolerance for ambiguity and locus of control were identified to be significantly differing between the community groups. Further analysis has revealed that these competencies were found to be higher among backward community entrepreneurs when compared to other community group entrepreneurs. Therefore the research concludes that backward community entrepreneurs are credited with more attitudinal competencies over their counterpart groups.

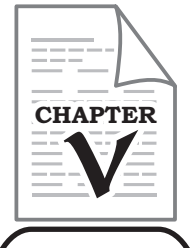
Table IV.15.1
Nature of Attitudinal Competency among Entrepreneurs

	t-test		MANOVA One-way		Age		Religious		Marital Status		Family Pattern		Nature of Education		Level of Education		Nature of Origin		Previous Experience		Nature of Previous Experience		Training in EDP		Family Friends in Business		Support from Family members Friends in Business		TOTAL FREQUENCY	
Community	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC
Self-Confidence	H		H				H		H				H		H		H		H		H		H		H		H		12	0
Self-Esteem	H		H		H		H	H	H				H		H		H		H		H		H		H		H		13	1
Dealing with Failures											H		H						H										3	0
Tolerance for Ambiguity			H				H	H					H		H				H		H				H				7	1
Performance											H		H																2	0
Concern for High Quality					H										H				H										2	0
Locus of Control	H		H				H						H		H		H		H		H		H		H		H		11	0
TOTAL FREQUENCY	8	0	9	0	8	2	10	12	8	1	8	1	14	1	13	3	8	0	15	2	3	6	12	0	9	0	10	0		

Note: **'H' indicates High competency 'BC' indicates Backward Community 'OC' indicates Other Community**

Figure IV.15.1
Nature of Attitudinal Competency among Entrepreneurs





THE NATURE OF BEHAVIOURAL COMPETENCY AMONG ENTREPRENEURS BELONGING TO DIFFERENT SOCIAL GROUPS

Introduction

Effect of community on the combined behavioural competency

Effect of community and

- **Age**
- **Religion**
- **Marital status**
- **Nature of Family**
- **Nature of education**
- **Educational qualification**
- **Nativity**
- **Previous experience**
- **Nature of previous experience**
- **Training in EDP**
- **Presence of family members or friend in business**
- **Support from family members or friends in business**
- **... on behavioural competency**

Conclusion

CHAPTER V

THE NATURE OF BEHAVIOURAL COMPETENCY AMONG DIFFERENT SOCIAL GROUP ENTREPRENEURS.

Entrepreneurial Behavior refers to the different actions taken by the individuals that give rise to the creation of a venture. The behavior of a person is the means through which all his dreams , thoughts, intentions , motivations and his will and pleasure come true and this gets communicated to the rest of the world in the form of products and services. Therefore behavior is the effective platform for all his thoughts, intentions, likes and dislikes that are expressed to some target groups or to a general public at large. Researchers have discovered that people are more likely to behave according to their attitudes under certain conditions (Kendra Cherry)

Entrepreneurial behaviours are essential to the creation of new enterprises. It include all his actions in the process of identifying and exploiting business opportunities, activities in the promotion of a venture, activities related to assembling of all inputs from different sources , undertaking a moderate risk (sometimes high risk), making innovations for strategic survival , creating , developing and maintaining human resources and establishing harmonious relationships in the organization and so on.

The review of previous studies discloses that a number of researches have been undertaken to probe in to the behavioral aspects of entrepreneurs in the recent past. Austrian economist Joseph Schumpeter (1934), had a seminal influence on entrepreneurship, as well as innovation, placed the entrepreneur at the centre of his theory of economic development. According to him an entrepreneur is simply as someone who acts as an agent of change by bringing into existence a '*new* combination of the means of production'. New combinations include process, product and organizational innovations (McClelland 1961).

McClelland emphasised the *need for achievement* ,'a desire to do well, not so much for the sake of social recognition or prestige, but to attain an inner feeling of personal accomplishment'(McClelland 1961, p. 233). Elizabeth Chell (1985, 1999), a social psychologist, has examined numerous psychological trait-based approaches and concluded that, whilst psychological aspects like 'entrepreneurial intention' and the 'ability to recognise opportunities' are strongly linked to entrepreneurial behaviour. They suggested that the context in which the entrepreneur operates is also very important.

Nomesh Kumar and Narayana Swamy (2000) in their study on entrepreneurial behaviour and socio-economic characteristics of farmers who adopted sustainable agriculture in India defined entrepreneurial behaviour as a combination of seven components namely innovation, decision making ability, achievement motivation, information seeking ability,risk taking ability, co-ordinating ability and leadership ability.

A considerable amount of research on the personal qualities and behaviour of entrepreneurs has been conducted in the recent years. But these studies have not been conducted on the behavioural competency of entrepreneurs belonging to socially and economically backward communities in India. Therefore an attempt is made in the present study to analyse critically the behavioural competency constructs among the respondent entrepreneurs.

In order to ascertain whether the entrepreneurs of socially-economically backward communities and entrepreneurs of other communities have different behavioural competency , the perceived status of behavioral competency of the entrepreneurs, which consists of ten constructs**,** namely Initiative, Seizing and acting up on opportunities, Persistence ,Assertiveness, Need for achievement, Need for autonomy, Risk-taking, Drive and energy, Innovation, and Creativity, are compared between two community groups using one-way Multivariate Analysis of Variance. Further, demographic independent variables such as age, religion, marital status, family type and the like are likely to influence the entrepreneurial behavior, they are analysed separately, along with community, an another independent variable, in the two-way MANOVA analysis to examine the nature of effect

namely main and interaction , on the behavioral competency. The results and their analyses are given in the following pages.

V.1.1 Effect of Community on Combined Behavioral Competency

Result of Independent t-Test.

For the purpose of finding out whether the two groups of independent variables selected from the same sample are different from each other or the same in respect of ten dependent behavioral competency attributes, the independent t-test is used. The test results are presented in table V.1.1

Table V.1.1
Combined Behavioral Competency Between Community Groups

Community Groups	Size	Mean	SD	t	P
Backward Community	76	18.28	1.32	3.199	0.002**
Other Community	135	17.74	1.11		

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The analysis shows that there is a difference in the combined behavioral competency of the entrepreneurs between backward and other community groups. The result further suggests that backward community respondents have significantly higher mean score on combined behavioral competency variables (18.28) than the other community entrepreneurs (17.74)

As the t- test result is significant, further attempt is made to find out the dependent variables which have contributed to such difference. The groups statistics showing the effect of community on individual behavioral competency attribute are presented in table V.1.2

Table V.1.2
t - Test Results for Dependent Behavioral Competency Variables

Competency Attributes	Community	Mean	SD	t value	P value
Initiative	Backward	15.25	2.25	2.648	0.009**
	Others	14.37	2.35		
Seizing and acting on the Opportunities	Backward	18.46	2.27	0.524	0.601
	Others	18.27	2.59		
Persistence	Backward	19.16	2.50	4.148	0.000**
	Others	17.82	2.06		
Assertiveness	Backward	17.54	2.19	0.954	0.341
	Others	17.86	2.41		
Need for achievement	Backward	21.01	1.98	2.969	0.003**
	Others	20.03	2.48		
Need for autonomy/power	Backward	17.80	2.29	0.883	0.378
	Others	17.53	2.03		
Risk-taking	Backward	18.54	2.31	0.563	0.574
	Others	18.36	2.41		
Drive and energy	Backward	18.87	2.45	3.343	0.001**
	Others	17.77	2.20		
Innovation	Backward	18.96	2.85	2.762	0.006**
	Others	17.93	2.44		
Creativity	Backward	17.22	2.84	-0.532	0.595
	Others	17.41	2.30		

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The examination of the result shows that five behavioral competency attributes namely initiative, persistence, need for achievement, drive and energy and innovation were found to be significant at 1 percent level when compared to other aspects.

The analysis, therefore, suggests that the five significant behavioral competency attributes have contributed to the overall difference in the combined behavioral competency between the community groups. The analysis further shows that these significant attributes are found to be higher among backward community entrepreneurs when compared with the other community respondents.

V.2.1. Effect of Community on the behavioral Competency (one –way MANOVA)

In order to find out whether the behavioral competency differs between the two community group entrepreneurs in Chennai, the multivariate analysis (one-way) was conducted.

The null hypothesis framed for the present analysis is that the entrepreneurs belonging to different community groups are equal with regard to the ten behavioral competency variables. That is: Ho=There is no significant difference in the behavioral competency between the entrepreneurs belonging to socially and economically backward communities and others.

The hypothesis was tested by using multivariate analysis of variance (one-way) and the test results are shown in table V 2.1.

Table V.2.1
Summary of Effects of one-way MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.812	$F(10,200)=$ 4.635	0.000**	0.188	0.999

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The analysis of the one-way MANOVA reveals that there is a main effect of community on the combined behavioral competency between the backward and other community groups.

The Wilks' lambda (0.812) measures the percent of variance in the dependent variables that is not explained by differences in the level of the independent variable. The effect size (0.188), is found to be very strong (> 0.14) and it indicates that 18.8 percent (0.188 *100) of the variance of the dependent variables is accounted for by the differences between backward and other community entrepreneur groups. The result further shows that there was a very high power (0.999) which has predicted the strength of the relationship between the independent community factors and the dependent behavioral competency attributes.

As a result, F (10,200)=4.635 test is significant at 1 percent level ($p < 0.01$) which rejects the null hypothesis (H_o), leading to the conclusion that there is a difference in the behavioral competency between backward and other community entrepreneurs at 1percent significant level. The MANOVA result also confirms to the findings of 't' test as given in table IV.1.1

The one-way MANOVA analysis therefore suggests backward and other community entrepreneurs differ significantly in term of their behavioral competencies in the study area.

V.2.2. Result of Univariate analysis

Given the significant overall result, the univariate main and interaction effects were examined to explore the effect of community of the respondents on each of the ten behavioural competency variables. For this purpose the relevant data was processed and the results are portrayed in table V.2.2.

Table V.2.2
Univariate Analysis on significant Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	F value	P Value	Partial Eta Squared	Observed Power	Community groups (Community Mean Values)	
					Backward	Others
Initiative	7.010	0.009**	.032	.750	**15.25**	14.37
Persistence	17.204	0.000**	.076	.985	**19.16**	17.82
Need for achievement	8.818	0.003**	.040	.840	**21.01**	20.03
Drive and energy	11.174	0.001**	.051	.914	**18.87**	17.77
Innovation	7.630	0.006**	.035	.785	**18.96**	17.93

Source: Primary Data: **Denotes significant at 1% level : *Denotes significant at 5% level

The examination of the univariate result shows that out of ten dependent behavioral competency variables, community factor of the respondents had main effects at 1 percent level of significance on five variables namely initiative, persistence, need for achievement, drive and energy and innovation. It is also clear from the results that these significant behavioral competency variables are found to be higher among backward community entrepreneurs when compared to other community groups.

Therefore the overall analysis leads to the conclusion that behavioral competency differs between backward and other communities in the study area and it was found that backward community entrepreneurs are credited with higher behavioral competencies when compared to other community groups in Chennai city.

V.3. Multivariate Analysis of Variance (MANOVA) : Two-way

Two-way MANOVA is used wherever the effect of two or more independent factors on two or more dependent variables is analyzed. In the present study, two-way MANOVA is conducted in respect of multiple independent factors namely, community and each one of the demographic factors on multiple dependent behavioral competency variables in order to investigate whether behavioral competencies differ between two community groups when it interacts with demographic factors among the respondents.

V.3.1. Effect of Community and Age on Behavioral Competencies

Multivariate analysis of variance is carried out to ascertain as to how the two community group entrepreneurs differ on a linear combination of the ten behavioral competency variables when community interacts with the age of the respondents. The results of two-way MANOVA are shown in table IV.3.1

Table V.3.1
Summary of Results of MANOVA

Independent Variables	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.808	F(10,197) =4.690	0.000**	0.192	0.999
Age	0.741	F (30,578)=2.078	0.001**	0.095	0.999
Community X Age	0.004	F (10,197)=4389	0.000**	0.996	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis revealed that community has multivariate effect on the combined behavioral competency of the respondents between backward and other community groups.

The Wilks' lambda is =0.808 and its effect size (0.192) is found to be very strong (>0.14). The effect size indicates that 19.2 percent (0.192 *100) of the variance of the dependent variables is accounted for by the differences between backward and other community entrepreneur groups and it confirms that there is strong relationship between the independent community factors and the dependent behavioral competency aspects irrespective of their age. The result further shows that there was a very high power (0.999) which has predicted the strength of the relationship and therefore the *F* (10,197) =4.690 test result is significant at 1 percent level.

The two-way MANOVA analysis therefore suggests that the backward and other community entrepreneurs differ significantly in term of their behavioral competencies in the study area.

Similarly the multivariate analysis shows that age of the respondents had a main effect on the combined behavioral competency of the entrepreneurs. The Wilks' λ being 0.741 with a moderate effect size of 0.095, the *F* (30,578) =2.078 test is significant at 1 percent level with an observed power of 0.999.

The analysis also indicates that there is an interaction effect between community and age of the respondents on the combined behavioral competencies. The Wilks' λ is 0.004, *F* value of *(*10,197) =4389, is statistically significant at 1 percent level, partial eta squared (η^2_p) =0.996, power=1.000. It implies that behavioral competency differs among different age group respondents between community groups.

Therefore two-way MANOVA suggests that different age group respondents between backward and other communities differ significantly in terms of their combined behavioral competencies in Chennai city.

V.3.2. Results of the Univariate Analysis

As a follow up of MANOVA, post-hoc tests are conducted with separate ANOVA in order to explore the effect of community and age of the respondents on each of the

ten behavioural competency attributes. Table V.3.2 presents the summary of effects of univariate analysis.

Table V.3.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Age							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	5.581	0.019*	0.026	0.652	3.776	0.011*	0.052	0.808	4.654	0.001**	0.083	0.946
Seizing and acting on the Opportunities	0.303	0.583	0.001	0.085	1.541	0.205	0.022	0.403	1.225	0.301	0.023	0.380
Persistence	19.631	0.000**	0.087	0.993	3.093	0.028*	0.043	0.717	6.750	0.000**	0.116	0.993
Assertiveness	0.871	0.352	0.004	0.153	3.400	0.019*	0.047	0.761	2.785	0.028*	0.051	0.757
Need for achievement	9.812	0.002**	0.045	0.877	2.166	0.093	0.031	0.546	3.865	0.005**	0.070	0.894
Need for autonomy	1.074	0.301	0.005	0.178	1.968	0.120	0.028	0.503	1.674	0.157	0.031	0.509
Risk-taking	0.573	0.450	0.003	0.117	1.672	0.174	0.024	0.434	1.334	0.259	0.025	0.412
Drive and energy	10.317	0.002**	0.048	0.892	3.608	0.014*	0.050	0.788	5.604	0.000**	0.098	0.977
Innovation	7.308	0.007**	0.034	0.768	3.127	0.027*	0.044	0.722	4.311	0.002**	0.077	0.927
Creativity	0.146	0.703	0.001	0.067	1.964	0.121	0.028	0.502	1.545	0.190	0.029	0.473

Note 1. **Denotes significant at 1% level. Note 2. *Denotes significant at 5% level

The univariate analysis suggests that community of the respondents had main effects at 1 percent level of significance on four attributes namely persistence, need for achievement, drive and energy, and innovation and at 5 percent level of significance on initiative irrespective of the age of the entrepreneurs.

Similarly age factor has main effects on initiative, persistence, assertiveness, drive and energy, and innovation attributes at 5 percent level of significance irrespective of community of the entrepreneurs.

Further, community and age of the respondents have interaction effect at 1 percent level of significance on initiative, persistence, need for achievement, drive and energy, innovation and at 5 percent level of significance on assertiveness.

The univariate analysis, therefore, suggests that the dependent behavioral competency variables namely initiative, persistence, assertiveness, need for achievement, drive and

energy, and innovation are found to have differed individually among different age groups between communities.

V.3.3 Tuke'y HSD Test Results

As there were more than two age groups among the respondents, Tukey's HSD post –hoc test was carried out in order to determine which group means differ significantly from the other group means on behavioral competency among the different age group entrepreneurs between communities. The group means are presented in table V.3.3.

Table V.3.3
Comparisons of Mean values of the Significant Behavioral Competency Variables

Dimensions of Behavioural Competency	Community		Age Groups			
	Back ward	Others	Up to 30 Years	31-40	41-50	Above 50 Years
Initiative	14.99	14.21	15.28	14.53	14.83	13.24
Persistence	19.40	17.98	18.74	17.91	18.12	19.05
Assertiveness	17.61	17.92	18.51	17.26	17.54	17.95
Need for achievement	21.19	20.15	20.86	20.07	20.14	20.90
Drive and energy	18.77	17.73	19.00	18.07	17.71	17.52
Innovation	18.93	17.93	19.21	17.95	18.03	17.86

Note 1. **Denotes significant at 1% level. Note 2. *Denotes significant at 5% level

Tukey's post –hoc examination reveals that backward community entrepreneurs up to 30 years of age group have better entrepreneurial initiative, persistence, need for achievement, drive and energy, and innovation attributes when compared to other age groups except respondents above 50 years of age who are also credited with higher persistence and need for achievement. Entrepreneurial assertiveness was found to be higher among other community respondents up to 30 years of age when compared to other age groups.

Therefore the analysis concludes that behavioral competency attributes are found to be higher among the younger group entrepreneurs up to 30 years of age and they are largely belonging to backward communities except better assertiveness with other community entrepreneurs.

V.4.1. Effect of Community and Religion on Behavioral Competencies

The other demographic factor which can influence the entrepreneurial behavior is the religion of the entrepreneurs. Therefore two-way MANOVA is used to examine the behavioral competencies among different religious group respondents between backward and other community groups. The results of multivariate analysis are presented in table V.4.1.

Table V.4.1
Summary of Results of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.815	(10,198)=4.495	0.000**	0.185	0.999
Religion	0.700	(20,398)=3.864	0.000**	0.163	1.000
Community X Religion	0.013	(10,198)=1480.469	0.000**	0.987	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The result of multivariate analysis shows that there is a significant difference between the community groups on the combined behavioral competency measures irrespective of their religious affiliations. Wilks' λ being 0.815 with an effect size (0.185) indicating a very strong relationship between the community and the behavioral competency of the respondents. As a result the *F test result*=4.495 is significant at 1 percent level.

Similarly religious factor has main effect at 1 percent significant level on the combined behavioral competency among the different religious group entrepreneurs in the study area. The Wilks' λ is 0.700 with an associated *F* value of =3.864, partial (η^2_p) = 0.163, power=1.000.The result suggests that religious affiliations among the respondents had a very strong effect on their behavioral competency irrespective of their communities.

The multivariate analysis also indicates that there is an interaction effect at 1 percent significant level on the behavioral competencies of the sample respondents when

community interacts with religious factors. Wilks' λ is 0.013, F =1480.469, partial (η^2_p) = 0.987, power=1.000.

Therefore two-way MANOVA suggests that different religious group respondents between communities differ significantly in terms of their behavioral competencies in Chennai city.

V.4.2. Results of Univariate Analysis

Further to explore the effect of community and religion on the individual dependent behavioural competency variables, ANOVA tests are conducted and results are given in table V.4.2

Table V.4.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Religion							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	3.422	0.018*	0.047	0.764	7.380	0.007**	0.034	0.772	1.607	0.203	0.015	0.338
Seizing and acting on the Opportunities	1.038	0.377	0.015	0.279	0.407	0.524	0.002	0.097	1.419	0.244	0.014	0.302
Persistence	15.482	0.000**	0.183	1.000	16.960	0.000**	0.076	0.984	13.585	0.000**	0.116	0.998
Assertiveness	1.788	0.151	0.025	0.461	0.644	0.423	0.003	0.126	2.221	0.111	0.021	0.450
Need for achievement	3.995	0.009**	0.055	0.832	7.731	0.006**	0.036	0.790	1.560	0.213	0.015	0.329
Need for autonomy	0.739	0.530	0.011	0.207	0.616	0.434	0.003	0.122	0.720	0.488	0.007	0.171
Risk-taking	2.505	0.060	0.035	0.615	0.092	0.762	0.000	0.061	3.595	0.029*	0.034	0.661
Drive and energy	5.096	0.002**	0.069	0.917	12.343	0.001**	0.056	0.938	2.004	0.137	0.019	0.411
Innovation	2.612	0.052	0.036	0.635	7.452	0.007**	0.035	0.776	0.134	0.875	0.001	0.070
Creativity	3.696	0.013*	0.051	0.799	0.412	0.522	0.002	0.098	5.397	0.005**	0.050	0.840

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate analysis shows that community of the respondents has main effects on initiative, persistence, need for achievement, drive and energy and creativity, irrespective of the religion of the entrepreneurs. Similarly religion has main effects on initiative, persistence, need for achievement, drive and energy, and innovation attributes irrespective of community of the entrepreneurs. The analysis further reveals that the community had an

interaction effect with religion of the entrepreneurs only on three behavioral competency attributes namely, persistence, risk-taking, and creativity of the respondents.

Therefore it can be concluded from the analysis that seven behavioral competency variables , as identified in the analysis, are found to be the contributing factors for the significant difference in the behavioral competencies among the respondents

V.4.3 Turkey's HSD Test Results

Turkey's HSD test is carried out among three religious groups on each dependent variable with significant difference, to find out which group means differ significantly from others. The test results are shown in table V.4.3.

Table V.4.3
Comparisons of Mean values for the Significant Dependent Variables

Behavioral Competency Variables	Community		Religious Groups		
	Backward	Others	Hindu	Muslim	Christian
Initiative	14.72	15.63	14.67	14.38	15.89
Persistence	18.11	16.85	18.45	18.63	14.56
Need for achievement	20.52	19.59	20.52	19.83	19.22
Risk-taking	17.77	17.67	18.58	17.83	16.67
Drive and energy	19.16	18.00	18.07	18.92	18.00
Innovation	18.88	17.85	18.33	18.33	17.78
Creativity	17.34	17.57	17.43	19.00	16.08

Source : Primary data

The comparison of mean values indicate that need for achievement, risk-taking, and innovative traits are found to be higher among back ward community Hindu entrepreneurs. As Muslims and Christians are not coming under mostly backward communities, they are grouped under other communities. While Muslim respondents are credited with persistence, drive and energy, innovation and creativity, Christians have better initiatives than Hindu and Muslims respondents.

Therefore it can be concluded that backward Hindu and other community Muslim entrepreneurs exhibit higher entrepreneurial behavioral competency than Christian respondents in the study region.

V.5. Effect of Community and Marital Status on Behavioral Competencies

Multivariate analysis is used to find out whether behavioral competencies differ among the married and un-married respondents between community groups in the study area. The test results are reported in table V.5.1.

Table V.5.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.810	(10,199)=4.679	0.000**	0.190	0.999
Marital Status	0.844	(10,199)=3.665	0.000**	0.156	0.994
Community X Marital Status	0.006	(10,199)=3525.422	0.000**	0.994	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis reveals that behavioral competency differs at 1 percent significant level between the community group entrepreneurs irrespective of the fact whether they are married or unmarried as proved by the Wilks' Lambda being 0.810, $F(10,199) = 4.679$, partial $(\eta^2_p) = 0.190$, power=0.999. Similarly the behavioral competency differs at 1 percent level of significance between the married and unmarried group of entrepreneurs irrespective of their communities. Wilks' Lambda= 0.844, $F(10,199)=3.665$, partial $(\eta^2_p) = 0.156$, power=0.994. In addition to the main effects, the community also has an interaction effect at 1 percent level of significance with the marital status of the sample respondents. Wilks' Lambda= 0.006, $F(10,199)=3525.422$, partial $(\eta^2_p) = 0.994$, power=1.000.

Therefore the multivariate analysis leads to the conclusion that the combined behavioral competency differs among the married and unmarried respondents between backward and other communities in the study area.

V.5.2. Results of Univariate Analysis

To examine the contributing dependent behavioral competency variables, the univariate ANOVAs are conducted for all the dependent variables as a follow up of MANOVA. The results are presented in table V.5.2

Table V.5.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Marital Status							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	6.959	.009**	.032	.747	4.581	.033*	.022	.568	5.856	.003**	.053	.870
Seizing and acting on the Opportunities	.265	.607	.001	.081	.339	.561	.002	.089	.307	.736	.003	.098
Persistence	17.078	.000**	.076	.984	1.047	.308	.005	.175	9.127	.000**	.081	.974
Assertiveness	.993	.320	.005	.168	4.986	.027*	.023	.604	2.957	.054	.028	.571
Need for achievement	8.753	.003**	.040	.838	3.387	.067	.016	.449	6.153	.003**	.056	.887
Need for autonomy	.751	.387	.004	.139	1.268	.261	.006	.202	1.024	.361	.010	.227
Risk-taking	.328	.567	.002	.088	.525	.469	.003	.111	.420	.657	.004	.118
Drive and energy	11.074	.001**	.051	.912	.554	.458	.003	.115	5.852	.003**	.053	.870
Innovation	7.651	.006	.035	.786	8.076	.005**	.037	.808	7.982	.000**	.071	.954
Creativity	.245	.621	.001	.078	11.276	.001**	.051	.917	5.787	.004**	.053	.866

Note 1. **Denotes significant at 1% level. Note 2. *Denotes significant at 5% level

It is clear from the univariate results that initiative, persistence, need for achievement, and drive and energy were found to differ at 1 percent level of significance between the community groups irrespective of their marital status. The ANOVAs further show that innovation and creativity attributes differ between the married and un-married respondents at 1 percent level and initiative and assertiveness at 5 percent levels of significance irrespective of their communities.

On further examination of the univariate analysis, interaction effect 1 percent level of significance is also found on six behavioral competency attributes namely, initiative, persistence, need for achievement, drive and energy, innovation and creativity when community interacted with marital status of the sample entrepreneurs.

Therefore univariate analysis suggests that initiative, persistence, need for achievement, drive and energy, innovation and creativity were found to differ among the respondent groups.

V.5.3 Post-hoc Comparison of Mean Values

An attempt was also made to compare the mean values of the dependent variables which differ among the respondents to specify which groups of entrepreneurs are endowed with these attributes over the other groups. The respective mean values are presented in table V.5.3

Table V.5.3
Comparison of Mean Values of Significant Attitudinal Competency Variables

Dimensions of Behavioural Competency	Community		Marital Status	
	Backward community	Other Community	Married	Unmarried
Initiative	15.51	14.64	14.65	**15.51**
Persistence	19.28	17.95	18.41	**18.82**
Need for achievement	21.24	20.26	20.38	**21.12**
Drive and energy	18.96	17.87	18.26	**18.56**
Innovation	19.36	18.33	18.20	19.48
Creativity	16.79	**16.96**	**17.60**	16.15

Comparison of mean values suggests that out of six significant behavioral competency attributes, five dependent variables namely, initiative, persistence, need for achievements, drive and energy and innovation are higher among unmarried backward community entrepreneurs than married backward and other community respondents. As against this, creativity was found to be higher among married other community entrepreneurs.

The overall analysis suggests that the backward community unmarried entrepreneurs have a higher behavioral competency attributes in terms of initiative, persistence, need for achievements, drive and energy and innovation when compared to even backward married and other community entrepreneurs.

V.6.1 Effect of Community and Nature of Family on Behavioral Competency

An attempt is made to assess whether behavioral competencies differ among the respondents living under joint and nuclear family set-ups between the community groups by using the multivariate analysis. The MANOVA results are presented in table V.6.1.

Table V.6.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Par-tial Eta Squared	Observed Power
Community	0.803	(10,199)=4.884	0.000**	0.197	1.000
Nature o the Family	0.867	(10,199)=3.061	0.001**	0.133	0.981
Community X Nature of the Family	0.004	(10,199)=5260.904	0.000**	0.996	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The examination of the multivariate results reveals that the community has multivariate effect at 1 percent level of significance and therefore combined behavioral competency differs between the community groups irrespective of whether the respondents live in joint or nuclear family set-ups. The Wilks' λ is 0.803, F =4.884,p <0.01, partial (η^2_p) = 0.197, power=1.000.

Similarly main effect at 1 percent level of significance was also observed in respect of the nature of family on the behavioral competency of the respondents irrespective of their communities. The Wilks' λ is 0.867 with an associated F=3.061, partial (η2p)= 0.133,power =0.981.

The results also indicate that there was an interaction effect of community of the entrepreneurs with the nature of family on the behavioral competencies of the sample respondents. Wilks' λ is 0.004, F =5260.904, p <0.01, partial (η^2_p) = 0.996, power=1.000.

The two-way MANOVA, therefore, concludes that the entrepreneurs , among different

family set-ups between communities differ significantly in terms of their behavioral competencies in Chennai city.

V.6.2. The Results of the Univariate Analysis

As the overall F test is found to be significant , separate ANOVA tests were conducted on each of the ten dependent behavioral competency variables in order to identify the specific dependent variable that contribute to the significant overall effect. The relevant data was collected and processed and the results are portrayed in table V.6.3

Table V.6.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Type of Family							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	8.932	.003**	.041	.845	4.510	.035*	.021	.561	5.819	.003**	.053	.868
Seizing and acting on the Opportunities	.274	.601	.001	.082	.002	.961	.000	.050	.138	.871	.001	.071
Persistence	19.764	.000**	.087	.993	3.838	.051	.018	.496	10.638	.000**	.093	.989
Assertiveness	.540	.463	.003	.113	1.515	.220	.007	.232	1.214	.299	.012	.263
Need for achievement	7.312	.007**	.034	.768	1.862	.174	.009	.274	5.358	.005**	.049	.837
Need for autonomy	.414	.521	.002	.098	1.853	.175	.009	.273	1.318	.270	.013	.283
Risk-taking	.428	.514	.002	.100	.359	.550	.002	.092	.337	.714	.003	.103
Drive and energy	10.966	.001**	.050	.909	.020	.887	.000	.052	5.571	.004**	.051	.852
Innovation	7.153	.008**	.033	.759	.064	.801	.000	.057	3.830	.023*	.036	.691
Creativity	1.091	.297	.005	.180	9.197	.003	.042	.855	4.746	.010	.044	.788

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The Univariate result shows that there were significant differences between community groups in terms of their entrepreneurial initiative, persistence, need for achievement, drive and energy, and innovation aspects irrespective of the type of their families.

As against the above results, the nature of the family has univariate effect only on initiative at 5 percent level of significance irrespective of the community of the respondents. However nature of family interacts with community positively and found interaction effects on initiative, persistence, need for achievement, drive and energy, and innovation attributes.

The Univariate analyses of variance (ANOVAs) for each dependent behavioral competency variable suggests that initiative, persistence, need for achievement, drive and energy and innovation are found to have contributed to the overall differences.

V.6.3 Post-hoc Comparison of Mean Values

The mean values of the significant dependent variables were compared to find out as to which group of entrepreneurs are endowed with those significant behavioral attributes over the other groups. The respective mean values are presented in table V.6.3

Table V.6.3
Comparisons of Mean Values of the Significant Behavioral Competency Attributes

Dimensions of Behavioural Competency	Community		Family Type	
	Backward Community	Other Community	Joint Family	Nuclear Family
Initiative	15.38	14.38	15.22	14.53
Persistence	19.27	17.83	18.86	18.24
Need for achievement	20.93	20.03	20.26	20.70
Drive and energy	18.88	17.77	18.35	18.30
Innovation	18.94	17.93	18.39	18.48

The analysis gives a mixed result which suggests that backward community respondents living in joint family system are found to have better entrepreneurial initiative and persistence while those respondents living in nuclear families are found to have higher need for achievement and innovative traits. Although drive and energy is not differing with respondents between joint and nuclear families but it is found to be strength among backward community entrepreneurs than other community groups.

The analysis, therefore, leads to the conclusion that the backward community entrepreneurs who live in joint families are found to have better entrepreneurial initiative and persistence, while need for achievement and innovation were found to be the driving force behind those respondents who live in nuclear family set ups.

V.7.1 Effect of Community and Nature of Education on Behavioral Competency

The mean scores among technically and non-technically qualified entrepreneurs belonging to community groups were examined by using multivariate analysis to find whether they differ in terms of their behavioral competencies in Chennai city. The MANOVA results are shown in table V.7.1

Table.V.7.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.802	(10,199)=4.898	0.000**	0.198	1.000
Nature of Education	0.892	(10,199)=2.416	0.010**	0.108	0.936
Community X Nature of Education	0.004	(10,199)=4713.558	0.000**	0.996	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The analysis reveals that community had main effect at 1 percent level of significance on the behavioral competency irrespective of the fact whether the respondents are technically qualified or otherwise as evidenced by Wilks' λ being 0.802, *F* =4.898, partial eta squared= 0.198, power= 1.000.

Similarly the multivariate result in respect of nature of education indicates that the mean scores differ at 5 percent level of significance between entrepreneurs qualified either technically or otherwise on the linear combination of ten dependent behavioral competency variables irrespective of their communities. Wilks' λ = 0.892, *F* =2.416, partial eta squared= 0.108, power=0.936.

The analysis also indicates that there was an interaction effect at 1 percent level of significance between community and the behavioral competency among the respondents. Wilks' λ is 0.004, *F* =4713.558, partial eta squared= 0.996, power=1.000

Therefore it can be concluded that the technically and non-technically qualified entrepreneurial groups between communities differ in terms of their behavioral competencies in Chennai city.

V.7.2. Results of the Univariate Analysis

ANOVA was conducted on each behavioral competency variables in order to find out those dependent variables which have contributed to the significant difference in the behavioral competency among the respondent groups. The univariate results are given in table V.7.2

Table V.7.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Nature of Education							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	6.939	.009**	.032	.746	.001	.978	.000	.050	3.489	.032*	.032	.647
Seizing and acting on the Opportunities	.198	.657	.001	.073	1.559	.213	.007	.237	.917	.401	.009	.207
Persistence	18.877	.000**	.083	.991	6.043	.015*	.028	.687	11.831	.000**	.102	.994
Assertiveness	.770	.381	.004	.141	1.442	.231	.007	.223	1.177	.310	.011	.256
Need for achievement	9.258	.003**	.043	.857	1.443	.231	.007	.223	5.140	.007**	.047	.821
Need for autonomy	.797	.373	.004	.144	.049	.826	.000	.056	.412	.663	.004	.116
Risk-taking	.478	.490	.002	.106	3.967	.048*	.019	.509	2.144	.120	.020	.436
Drive and energy	13.471	.000**	.061	.955	13.698	.000**	.062	.958	12.776	.000**	.109	.997
Innovation	8.591	.004**	.040	.831	5.317	.022*	.025	.631	6.553	.002**	.059	.906
Creativity	.263	.609	.001	.080	.075	.784	.000	.059	.179	.837	.002	.077

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate analysis indicates that community was significantly related to five behavioral competency variables like initiative, persistence, need for achievement, drive and energy, and innovation when compared to other attributes and all these are statistically significant at 1 percent level.

The summary of univariate results shows that the nature of education sunivariate

effects at 5 percent level of significance on three behavioral competency variables like persistence, risk-taking, and innovation and further at 1 percent significant level on drive and energy when compared to other aspects.

The independent variables namely community and nature of education also have interaction effects at 1 percent level of significance on persistence, need for achievement, drive and energy and innovation and initiative at 5 percent level of significance.

The univariate analysis leads to the conclusion that initiative, persistence, need for achievement, risk-taking, drive and energy, and innovation are found to have contributed to the overall difference among the technically and non-technically qualified respondents.

V.7.3 Post-hoc Comparison of Mean Values

The mean values are compared to identify the particular group of entrepreneurs who differed from the other groups in terms of their behavioral competency attributes which were significant either at 1percent or at 5 percent levels. The mean values of the six dependent variables are shown in table V.7.3

Table V.7.3
Comparisons of Mean values of Significant Attitudinal Competency Variables

Dimensions of Behavioural Competency	Community		Nature of Education	
	Backward Community	Other Community	Technical	Non -technical
Initiative	15.25	14.37	14.82	14.81
Persistence	19.03	17.64	17.93	18.75
Need for achievement	20.95	19.94	20.24	20.65
Risk-taking	18.43	18.19	17.96	18.66
Drive and energy	18.67	17.50	17.47	18.71
Innovation	18.82	17.74	17.84	18.72

Source : Primary data

The examination of mean values suggests that all the significant variables are found to be higher among non-technically qualified backward community entrepreneurs than other community groups except initiative.

Therefore it can be understood from the overall analysis that when the nature of education interacts with community of the respondents, the behavioral competency attributes namely persistence, need for achievement, risk-taking, drive and energy, and innovation aspects are found to be higher among non- technically qualified backward community entrepreneurs when compared to technically qualified backward and other community entrepreneurs.

V.8.1 Effect of Community and Educational Qualification on Behavioral Competency

The mean values are examined by using multivariate analysis to find out as to whether they differ among the respondents due to educational qualifications between the community groups on their behavioral competencies. The multivariate results are presented in table V.8.1.

Table V.8.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.811	(10,198)=4.610	0.000**	0.189	0.999
Educational Qualification	0.802	(20,396)=2.306	0.001**	0.104	0.996
Community X Educational qualification	0.005	(10,198)=4281.731	0.000**	0.995	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis reveals that that the behavioral competency differs at 1 percent significant level between the community groups irrespective of their educational qualifications. Wilks' Lambda=0.811, F= 4.610, partial eta-squared 0.189, power (0.999). Similarly the behavioral competency mean values differ significantly among the respondent

groups with different educational qualifications irrespective of their communities. Wilks' Lambda= 0.802, F=2.306, $p < 0.01$, partial (η^2_p) = 0.104,observed power=0.999. In addition to the main effects, the community has an interaction effect with the educational qualification positively at 1 percent level of significance on the behavioral competency of the sample respondents, Wilks' Lambda= 0.005, F=4281.731, partial (η^2_p) = 0.995 with an observed power=1.000.

Therefore it can be understood that the behavioral competency differs among the respondents with different educational qualifications between the communities in the study area.

V.8.2 Results of Univariate Analysis

Univariate analysis of variance is conducted in order to identify whether the behavioral competency variables differ individually among the community entrepreneurs with different educational qualifications. The test results are given in table V.8.2

Table V.8.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Educational Qualification							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	6.530	.011*	.031	.720	2.201	.113	.021	.446	3.831	.011*	.053	.815
Seizing and acting on the Opportunities	.087	.768	.000	.060	3.872	.022*	.036	.696	2.676	.048	.037	.647
Persistence	18.065	.000**	.080	.988	1.534	.218	.015	.324	6.786	.000**	.090	.975
Assertiveness	.662	.417	.003	.128	2.490	.085	.023	.496	1.968	.120	.028	.503
Need for achievement	8.855	.003**	.041	.842	.187	.829	.002	.079	3.041	.030*	.042	.709
Need for autonomy	1.404	.237	.007	.218	4.581	.011*	.042	.772	3.323	.021*	.046	.751
Risk-taking	.354	.552	.002	.091	.115	.892	.001	.067	.181	.909	.003	.083
Drive and energy	10.937	.001**	.050	.909	1.906	.151	.018	.393	5.028	.002**	.068	.913
Innovation	6.752	.010*	.032	.734	2.688	.070	.025	.529	4.377	.005**	.060	.868
Creativity	.160	.690	.001	.068	1.090	.338	.010	.240	.821	.483	.012	.226

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate result shows as to how much of the behavioral competency variables

individually correspondes to the multivariate effects. The analysis indicates that persistence, need for achievement, and drive and energy are found to differ between the community group entrepreneurs irrespective of their educational qualifications.

Similarly the dependent variables namely seizing and acting on the opportunities and need for autonomy differ at 5 percent significant level among the respondent groups with different educational qualifications irrespective of their communities. The univariate analysis also reveals the interaction effects on four behavioral competencies variables namely, initiative, persistence, drive and energy and innovation when community interacted with educational qualification of the sample entrepreneurs.

Therefore the univariate analysis suggests that initiative, persistence, need for achievement, drive and energy and innovation attributes are found to be the contributing variables for the difference in the behavioral competency among the sample respondents with different educational qualifications.

V.8.3 Results of Tukey's HSD tests

Tukey's HSD tests were carried out to examine the mean values of significant behavioral competency variables which differed among the entrepreneurs with different educational qualifications. The comparison of mean values is presented in table V.8.3

Table V.8.3
Tukey's HSD Test Results for Significant Behavioral Competency Attributes

Dimensions of Behavioural Competency	Community		Educational Qualification		
	Backward	Others	SSLC	HSC/ Diploma	Graduates
Initiative	15.15	14.31	15.07	14.39	14.31
Persistence	19.27	17.90	18.44	18.02	18.63
Need for achievement	21.05	20.05	20.30	20.48	20.37
Drive and energy	18.84	17.75	18.51	17.83	18.00
Innovation	18.76	17.80	17.53	18.08	18.75

Source : Primary data

The examination of mean values suggests that initiative, and drive and energy were found to be moderately higher among respondents with only school level education

while persistence and innovation were found to be moderately higher among backward community graduate entrepreneurs.

Therefore it can be concluded that when education interacts with community of the respondents, the behavioral competency attributes like initiative, and drive and energy are found to be moderately higher among respondents with only school level education. Persistence and innovation qualities are found to be higher among graduate entrepreneurs.

V.9.1 Effect of Community and Nativity on Behavioral Competency

The mean values of the native and migrant entrepreneurs between community groups are examined by using two-way MANOVA in order to find out whether they differ in their behavioral competency attributes. The relevant data was analyzed and the summary of its results are presented in table V.9.1.

Table V.9.1
Summary of Effects of MANOVA

Independent Factors	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.809	(10,199)=4.706	0.000**	0.191	0.999
Nativity	0.951	(20,199)=1.021	0.427	0.049	0.530
Community X Nativity	0.004	(10,199)=5060.711	0.000**	0.996	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis reveals that community of the entrepreneurs had main effect on the combined behavioral competency of the respondents irrespective of the fact whether they are natives of Chennai city or migrants from other places. Wilks' Lambda= 0.809, F= 4.706, p< 0.01, partial eta-squared= 0.191, power (0.999). At the same time no significant difference was found in the mean values of the respondents between natives and migrants groups in respect of their combined behavioural competency measure irrespective of their communities.

However the community of the respondents is found to have interaction effect

positively with the nativity factors of the sample respondents. Wilks' Lambda= 0.006, F =3525.422, p < 0.01, partial (η^2_p) = 0.994, power=1.000.

Therefore the multivariate analysis leads to the conclusion that the combined behavioral competency differs significantly at 1 percent level among the native and migrant entrepreneurs between backward and other communities in the study area.

V.9.2. Results of Univariate Analysis

In order to find out the contributing behavioral competency variables, which have caused for significant difference in the mean values of native and migrant respondents between backward and other communities, univariate ANOVA was conducted. The results are presented in table V.9.2

Table V.9.2
Results of Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Nativity							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	7.023	.009**	.033	.751	.045	.833	.000	.055	3.511	.032*	.033	.650
Seizing and acting on the Opportunities	.248	.619	.001	.079	.097	.755	.000	.061	.185	.831	.002	.079
Persistence	18.485	.000**	.082	.990	3.465	.064	.016	.457	10.436	.000**	.091	.987
Assertiveness	1.047	.307	.005	.175	.922	.338	.004	.159	.916	.402	.009	.207
Need for achievement	8.441	.004**	.039	.824	.490	.485	.002	.107	4.643	.011*	.043	.778
Need for autonomy	.647	.422	.003	.126	1.045	.308	.005	.174	.912	.403	.009	.206
Risk-taking	.286	.594	.001	.083	.115	.735	.001	.063	.215	.807	.002	.083
Drive and energy	10.708	.001**	.049	.903	.606	.437	.003	.121	5.880	.003**	.054	.871
Innovation	7.889	.005**	.037	.798	.583	.446	.003	.118	4.099	.018*	.038	.722
Creativity	.219	.640	.001	.075	.702	.403	.003	.133	.493	.612	.005	.130

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The Univariate analysis shows that the behavioral competency variables like initiative, persistence, need for achievement, drive and energy, *and* innovation are found to differ among the respondents between communities. Conversely nativity factor do not find main effects on any of the dependent behavioral competency variables. However nativity of the respondents interacts with community positively and found interaction

effects on persistence, drive and energy, and moderate effects on need for achievement, and innovation.

Therefore the Univariate analysis suggests that persistence, drive and energy, need for achievement and innovation attributes are found to contribute to the overall differences in the multivariate analysis.

V.9.3 Post-hoc Comparison of the Mean Values

The mean values of the significant behavioral competency variables are analyzed to specify which group of entrepreneurs are endowed with these attributes over the other groups. The corresponding mean values are presented in table V.9.3

Table V.9.3
Comparison of Mean Values of Significant Attitudinal Competency Variables

Dimensions of Behavioural Competency	Community		Nativity	
	Backward	Others	Natives	Migrants
Persistence	19.10	17.72	18.71	18.11
Need for achievement	21.04	20.07	20.44	20.67
Drive and energy	18.89	17.81	18.22	18.48
Innovation	18.93	17.89	18.55	18.27

The comparison of the mean values suggests that the son of the soil backward community entrepreneurs are credited better persistence and innovation attributes. While migrant backward community respondents are credited with higher need for achievement and drive and energy attributes when compared to other community entrepreneurs

Therefore the overall result suggests that nativity factor in the presence of community of the respondents have shown a higher behavioral competency in terms of persistence and innovation among native entrepreneurs and need for achievement and drive and energy among migrant entrepreneurs than other community respondents in the study area.

V.10.1 Effect of Community and Previous Experience on Behavioral Competency

Opinion was collected from the respondents as to whether they had any experience before venturing in to the entrepreneurial career. Data collected were processed with the help of two-way MANOVA to find out whether behavioral competency differs among entrepreneurs who ventured in to this business with previous experience or otherwise between the community groups. The multivariate results are presented in table V.10.1.

Table V.10.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.806	(10,199)=4.799	0.000**	0.194	1.000
Previous Experience	0.828	(10,199)=4.145	0.000**	0.172	0.998
Community X Previous Experience	0.004	(10,199)=4660.962	0.000**	0.996	1.000

Source: Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis reveals that the behavioral competency differs between the community group entrepreneurs at 1 percent level of significance irrespective of their previous experiences. Wilks' Lambda= 0.806, F = 4.799, partial eta-squared = 0.194, the observed power =1.000. Similarly the behavioral competency differs between experienced and inexperienced entrepreneurs irrespective of their community differences. Wilks'Lambda=0.828, F(10,199)=4.145, $p < 0.01$, partial $(\eta^2_p) = 0.172$, power=0.998.

Further the community of the respondents is found to have interaction effect positively with the previous experience of the sample respondents when they interact with each other. Wilks' Lambda= 0.006, F (10,199)=3525.422, $p < 0.01$, partial $(\eta^2_p) = 0.994$, power=1.000.

Therefore the multivariate analysis leads to the conclusion that the behavioral competencies are not exactly the same among the respondents who entered in to the business either with or without previous experiences between community groups.

V.10.2 Results of Univariate Analysis

The post-hoc analysis is made by using univariate tests on each of the ten behavioral competency variables to specify the attributes which contribute to the overall significant difference in the behavioral competency. The univariate *F* test results are presented in table V.10.2.

Table V.10.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Previous Occupation							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	7.165	.008**	.033	.759	.197	.657	.001	.073	3.590	.029*	.033	.661
Seizing and acting on the Opportunities	1.591	.209	.008	.241	12.199	.001**	.055	.935	6.244	.002**	.057	.891
Persistence	17.486	.000**	.078	.986	.397	.529	.002	.096	8.776	.000**	.078	.969
Assertiveness	.042	.838	.000	.055	12.852	.000**	.058	.946	6.907	.001**	.062	.921
Need for achievement	14.484	.000**	.065	.966	14.761	.000**	.066	.969	12.080	.000**	.104	.995
Need for autonomy	.365	.546	.002	.092	1.521	.219	.007	.233	1.151	.318	.011	.251
Risk-taking	1.479	.225	.007	.228	9.678	.002**	.044	.872	5.004	.008**	.046	.810
Drive and energy	10.520	.001**	.048	.898	.006	.937	.000	.051	5.564	.004**	.051	.852
Innovation	6.283	.013*	.029	.704	.839	.361	.004	.149	4.232	.016*	.039	.737
Creativity	.007	.935	.000	.051	4.417	.037*	.021	.553	2.353	.098	.022	.473

Source: Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate analysis shows that community has main effects on initiative persistence, need for achievement, and drive and energy at 1 percent level and innovation at 5 percent level of significance. Further, the status of previous experience has univariate effect on seizing and acting on the opportunities, assertiveness, need for achievement, risk-taking, at 1 percent and creativity at 5 percent level of significance.

The independent factors interacts positively with each other and create interaction effects on seizing and acting on the opportunities ,persistence, assertiveness, need for achievement, *risk*-taking, and drive and energy at 1 percent and initiative and innovation at 5 percent level of significance.

The Univariate analyses of variance suggests that seizing and acting on the opportunities, persistence, assertiveness, need for achievement, risk-taking, drive and energy, initiative and innovation factors are found to have contributed to the overall

difference in the behavioral competency among the respondents.

V.10.3 Post-hoc test results

In order to specify which group of entrepreneurs are endowed with the significant behavioral attributes over the other groups, the post hoc test is conducted and the test are presented in table V.10.3

Table V.10.3
Comparison of Mean Values of the Significant Dependent Variables

Dimensions of Behavioural Competency	Community		Previous experience	
	Backward Community	Other Community	Yes	No
Initiative	**15.23**	14.32	**14.86**	14.70
Seizing and acting on the Opportunities	**18.32**	17.87	**18.77**	17.43
Persistence	**19.13**	17.76	**18.56**	18.33
Assertiveness	17.40	17.47	**18.08**	16.79
Need for achievement	**20.87**	19.62	**20.93**	19.56
Risk-taking	**18.42**	18.00	**18.79**	17.64
Drive and energy	18.87	17.78	18.31	18.34
Innovation	**19.00**	18.05	18.34	**18.71**

Source : Primary data

The comparison of mean values indicates that the backward community entrepreneurs who ventured in to this career with previous experience are found to have higher entrepreneurial behavior in terms of seizing and acting on the opportunities, need for achievement, and risk-taking aspects. While respondents of this community group but without such previous experiences are found to be better innovators than other community respondents. Initiative is just moderately higher among backward community groups with some previous experience.

The overall analysis leads to the conclusion that the significant attributes are found to be higher among backward community groups. Entrepreneurs with previous experiences are better in terms of seizing and acting on the opportunities, need for achievement, and risk-taking, drive and energy, while those respondents without previous experiences are comparatively innovative than others.

V.11.1 Effect of Community and Nature of Previous Experience on Behavioral Competency

In order to examine the effect of the nature of previous experience of the respondents between the communities on their behavioral competencies, two-way MANOVA was carried out. The test was conducted with relevant data and the results are presented in table V.11.1.

Table V.11.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.828	(10,140)=2.898	0.003**	0.172	0.971
Nature of Previous Occupation	0.704	(30,412)=1.745	0.010*	0.111	0.994
Community X Nature of Previous Occupation	0.004	(10,140)=3499.560	0.000**	0.996	1.000

Source: Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis reveal that the mean values differ at 1 percent level of significance between the community group entrepreneurs on the behavioral competency variables irrespective of the nature of their previous experience. Wilks' λ is 0.828, *F* =2.898, partial eta squared = 0.198, power= 0.971.

The nature of previous experience has multivariate effect at 5 percent level of significance on the behavioral competency of the respondents irrespective of their communities. The Wilks' λ is 0.704, *F* =1.745, p <0.05, partial eta squared =0.111, power=0.994.

The multivariate results also indicate that there is an interaction effect, at 1 percent level of significance between the community and the nature of previous experience of the entrepreneurs on the behavioral competencies of the sample respondents. Wilks' λ =0.004, *F* =3499.560, partial eta squared =0.111, power=0.994.

Therefore it can be understood from the analysis that respondents with previous experiences in different areas of operation between backward and other communities differ significantly in terms of their combined behavioral competencies in Chennai city.

V.11.2. Results of the Univariate Analysis

The univariate ANOVA is conducted on the individual behavioral competency variables to find out those dependent variables which differ among the respondent groups. The results of univariate analysis are presented in table V.11.2

Table V.11.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Nature of Previous Occupation							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	6.631	.011*	.043	.725	.313	.816	.006	.110	1.739	.144	.045	.522
Seizing and acting on the Opportunities	.112	.739	.001	.063	1.235	.299	.024	.326	.938	.444	.025	.292
Persistence	7.138	.008**	.046	.756	1.531	.209	.030	.398	2.805	.028*	.070	.757
Assertiveness	.997	.320	.007	.168	.772	.512	.015	.213	.941	.442	.025	.293
Need for achievement	6.605	.011*	.042	.724	7.023	.000**	.124	.978	6.596	.000**	.150	.991
Need for autonomy	.343	.559	.002	.090	.510	.676	.010	.152	.578	.679	.015	.188
Risk-taking	.355	.552	.002	.091	6.215	.001**	.111	.961	4.812	.001**	.114	.951
Drive and energy	8.631	.004**	.055	.831	.949	.418	.019	.256	3.371	.011*	.083	.839
Innovation	7.167	.008**	.046	.758	1.477	.223	.029	.385	2.415	.051	.061	.683
Creativity	.206	.651	.001	.074	4.301	.006**	.080	.858	3.295	.013*	.081	.829

Source: Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate *F* test results disclose that community has main effect on persistence, drive and energy, innovation, initiative and need for achievement irrespective of the nature of their previous experience. Similarly nature of previous experience has univariate effect on need for achievement, risk-taking, and creativity of the respondents. Interaction effect is also found between the independent factors on need for achievement, risk-taking, persistence, drive and energy, and creativity of the entrepreneurs.

Therefore need for achievement, risk-taking, persistence, drive and energy and

creativity are identified to be the contributing dependent variables for the significant difference in the behavioral competency among the respondents with prior experiences between community groups.

V.11.3 Tukey's HSD test results

Tukey's HSD test was carried out in order to examine the mean values and to find out which group differs from the other group in terms of their behavioral competencies. The mean values are presented in table V.11.3

Table V.11.3
Tukey's HSD Test Results on Significant Behavioral Competency Variables

Dimensions of Behavioural Competency	Community		Nature of previous experience			
	Backward	Others	Employed	Self Employed	Business	Others
Persistence	**19.23**	18.16	18.18	18.02	18.31	**19.36**
Need for achievement	**21.30**	20.38	20.22	**21.80**	20.20	20.36
Risk-taking	**19.01**	18.77	17.76	**19.68**	18.62	19.29
Drive and energy	**18.98**	17.84	17.57	18.20	**18.47**	**18.43**
Creativity	17.34	**17.54**	17.14	**18.68**	17.18	16.93

The comparison of mean values reveal that creativity is found to be moderately higher among other communities, while need for achievement and risk-taking behaviors are higher among backward community entrepreneurs who had previous experience in self employment. The examination further indicates that those who had earlier business experiences are found to have better drive and energy than other groups. Entrepreneurial persistence was found to be higher among those who had engaged in some other activities other than employment, self-employment or business activities.

The overall analysis gives a mixed result leading to the conclusion that entrepreneurs with previous experiences either in self-employment, business or other activities are found have higher behavioral competency attributes in terms of persistence, need for achievement, risk-taking, drive and energy and creativity aspects than those who were employed.

V.12 Effect of Community and Entrepreneurship Development Programme on Behavioral Competency

In order to examine the nature of behavioral competencies among the respondents, who were trained in entrepreneurship development programmes or otherwise, the relevant data were collected and they were analysed by using two-way MANOVA. The test results are reported in table V.12.1.

Table V.12.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.802	(10,199)=4.927	0.000**	0.198	1.000
Training in EDP	0.944	(10,199)=1.173	0.311	0.056	0.603
Community X Training in EDP	0.005	(10,199)=3916.370	0.000**	0.995	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate results for the effect of community indicate that there is a difference at 1 percent level of significance in the mean values of entrepreneurs belonging to backward and other communities irrespective of their training in entrepreneurship development programmes. Wilks' Lambda is = 0.802, F = 4.927, partial eta-squared= 0.198, power=1.000.

Further analysis indicate that training status in entrepreneurship development programmes by itself do not create any significant effect in the behavioral competency of the respondents, however, in the presence of community of the respondents, it has an interaction effect on the behavioral competency aspects. Wilks' Lambda=0.005, $F = 3916.370$, $p < 0.01$, partial eta-squared= 0.995, power=1.000

The multivariate analysis, therefore, suggests that the behavioral competency differs significantly among trained and un-trained respondents in the entrepreneurship development programmes between community groups in the study area.

V.12.2 Results of Univariate Analysis

Univariate analysis of variance (ANOVAs) was conducted to identify the specific dependent variables which have contributed to the significant difference among the respondent groups. The relevant data was analysed and the test results are given in table V.12.2.

Table V.12.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Training in EDP							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	7.203	.008**	.033	.762	.414	.521	.002	.098	3.702	.026*	.034	.675
Seizing and acting on the Opportunities	.353	.553	.002	.091	.955	.330	.005	.163	.615	.542	.006	.152
Persistence	17.598	.000**	.078	.987	.703	.403	.003	.133	8.941	.000**	.079	.972
Assertiveness	.873	.351	.004	.153	.045	.833	.000	.055	.476	.622	.005	.127
Need for achievement	9.760	.002**	.045	.875	3.830	.052	.018	.495	6.383	.002**	.058	.898
Need for autonomy	1.053	.306	.005	.175	3.684	.056	.017	.480	2.236	.109	.021	.452
Risk-taking	.276	.600	.001	.082	.226	.635	.001	.076	.271	.763	.003	.092
Drive and energy	12.154	.001**	.055	.934	3.360	.068	.016	.446	7.330	.001**	.066	.936
Innovation	8.287	.004**	.038	.817	2.456	.119	.012	.345	5.070	.007**	.046	.815
Creativity	.234	.629	.001	.077	.410	.523	.002	.098	.346	.708	.003	.105

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate results indicate that the behavioral competency attributes like initiative, persistence, need for achievement, drive and energy and innovation are found to have contributed to the main effect of community on the behavioral competency among the respondents irrespective of their training status in entrepreneurship development programmes. But training status has no effect on any of the individual dependent variables. However the independent factors have interaction effect on four behavioral competency variables namely, persistence, need for achievement, drive and energy and innovation and initiative.

Therefore univariate analysis suggests that five dependent variables namely, initiative, persistence, need for achievement, drive and energy, and innovation are found to have contributed to the significant difference among the sample respondents.

V 12.3 Post-hoc Comparison of Mean Values

The mean values of the significant variables are examined to specify the respondent group who differed from the other group in terms of their behavioral competencies. The respective mean values are given in table V 12.3.

Table V. 12.3
Comparisons of Mean Values for the Significant Dependent Variables

Dimensions of Behavioural Competency	Community		Training in EDP	
	Backward community	Other Community	Yes	No
Initiative	15.19	14.30	14.62	14.87
Persistence	19.08	17.73	18.25	18.56
Need for achievement	20.84	19.81	19.95	20.69
Drive and energy	18.70	17.56	17.79	18.48
Innovation	18.80	17.73	17.93	18.60

The examination of mean values for the dependent behavioral competency variables suggests that backward community respondents who have no training in entrepreneurship development programme are found have moderately a better behavioral competency attributes namely, initiative, persistence and need for achievement, drive and energy and innovation than those who had attended the training within the group as well as among other community entrepreneurs.

Though it is believed that entrepreneurship development programmes are aimed at motivating potential entrepreneurs to improve their entrepreneurial knowledge and skills, but the present analysis leads to the conclusion that such programmes have not created any impact on the behavioral competencies of the trained sample entrepreneurs between backward and other community groups in Chennai city.

V.13 Effect of Community and the Presence of Family Members or Friend in Business on Behavioral Competency

In order to examine whether the mean scores differ among entrepreneurs, whose family members or friends are either engaged in some business activities or otherwise, on a linear combinations of the behavioral competency attributes , the multivariate analysis was carried out with the relevant data collected and the test results are presented in tables V.13.1.

Tables V.13.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.814	(10,199)=4.534	0.000**	0.186	0.999
Family members or friends in business	0.955	(10,199)=0.941	0.497	0.045	0.489
Community X Family members or friends in business	0.004	(10,199)=5205.971	0.000**	0.996	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The multivariate analysis reveals that there is a difference in the mean values of community group on their behavioral competency attributes at 1 percent level of significance irrespective of their family members or friends in business activities. The Wilks' Lambda being 0.814, with associated F value = 4.534, partial eta-squared=0.186, and with an observed power of 0.999. At the same time no main effect was found in respect of the presence of their family members or friends in business activities or otherwise on their behavioral competencies irrespective of the community factors. However, it has an interaction effect with the community of the respondents at 1 percent level of significance on their behavioral competencies in the study area. Wilks' Lambda is = 0.004, F = 5205.971, partial eta power=0.996, power=1.000.

The multivariate analysis therefore, suggests that the combined behavioral competency differs significantly among the respondents who had any of their family members or friends in business or otherwise between backward and other community groups in the study area.

V.13.2 Results of Univariate Analysis

In order to identify the specific dependent variables that contributed to the significant difference among the entrepreneurs groups, univariate analysis of variance (ANOVAs) was conducted. The relevant data was analyzed and the test results are given in table V.13.2

Table V.13.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Family members or friends in engaged in business activities							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	7.013	.009**	.033	.751	.164	.686	.001	.069	3.573	.030*	.033	.658
Seizing and acting on the Opportunities	.259	.611	.001	.080	.001	.977	.000	.050	.137	.872	.001	.071
Persistence	19.531	.000**	.086	.993	2.292	.132	.011	.326	9.801	.000**	.086	.982
Assertiveness	.263	.608	.001	.080	2.018	.157	.010	.293	1.466	.233	.014	.311
Need for achievement	10.460	.001**	.048	.896	1.803	.181	.009	.267	5.327	.006**	.049	.835
Need for autonomy	1.661	.199	.008	.250	2.389	.124	.011	.337	1.587	.207	.015	.334
Risk-taking	.784	.377	.004	.143	1.477	.226	.007	.227	.897	.409	.009	.204
Drive & energy	10.482	.001**	.048	.897	.020	.887	.000	.052	5.571	.004**	.051	.852
Innovation	6.825	.010*	.032	.739	.011	.918	.000	.051	3.803	.024	.035	.687
Creativity	.011	.916	.000	.051	2.041	.155	.010	.296	1.163	.315	.011	.254

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The univariate results indicate that the behavioral competency attributes like initiative, persistence, need for achievement, drive and energy and innovation differed individually among the community group respondents. Further it shows that there was no main effect for the presence of the family members or friends engaged in business activities or otherwise on any of dependent variables. However interaction effect was found on initiative, persistence, need for achievement, and drive and energy than other attributes , when the independent factors interacted with one another.

Therefore univariate analysis suggests that the initiative, persistence, need for achievement, and drive and energy were the contributing variables for the significant difference among the sample respondents.

V 13.3 Post-hoc test results

Further, the mean values of the significant variables are analysed to specify which group of entrepreneurs differed from the other groups in terms of their behavioral competency attributes. The mean values of the five significant variables are shown in table V 13.3.

Table V.13.3
Mean Values of the Significant Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Community		Family members or friends in business	
	Backward community	Other Community	Yes	No
Initiative	15.25	14.33	14.87	14.72
Persistence	19.17	17.69	18.69	18.18
Need for achievement	21.03	19.91	20.70	20.23
Drive and energy	18.87	17.76	18.34	18.29
Innovation	18.96	17.94	18.43	18.47

The examination of the mean values suggest that those backward community respondents whose family members or friends also engaged in business activities have better behavioral competencies like initiative, persistence, and need for achievement, drive and energy and innovation when compared to other sample respondent groups..

The overall analysis leads to the conclusion that the backward community entrepreneurs whose family members or friends engaged in some business activities are credited with higher behavioral competency attributes as identified in the analysis.

V.14.1 Effect of Community and Support from family members or friends in business

Multivariate analysis was carried out to examine the mean differences if any on the linear combinations of multiple dependent behavioral competency variables between the community groups either supported or otherwise by their family members or friends engaged in business activities. The test results are presented in table V.14.1.

Table V.14.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.809	(10,199)=4.684	0.000**	0.191	0.999
Support from family members or friends in business	0.974	(10,199)=0.539	0.861	0.026	0.276
Community X Support from family members or friends in business.	0.004	(10,199)=5223	0.000**	0.996	1.000

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

The examination of the table indicates that community factor had main effect at 1 percent level of significance on the behavioral competency irrespective of the fact whether the groups are supported or not by their family members or friends in businesses. Wilks' Lambda is 0.809, F = 4.684, partial eta squared=191, power=1.000. But the result indicates that the other independent factor namely the support from family members or friend do not find main effect on the behavioral competency of the entrepreneurs irrespective of their community factors.

Further analysis reveals that the community of the respondents is found to have interaction effect positively with the availability or otherwise of support from family members or friends in business activities when they interact with each other. Wilks' Lambda= 0.004, F(10,199)=5223, $p < 0.01$, partial (η^2_p) = 0.994, power=1.000.

Therefore the analysis leads to the conclusion behavioral competency differs among the respondents either supported or nor by the family members or friends between backward and other community groups.

V.14.2 Results of Univariate Analysis

To find out the effect of the independent variables on each of the dependent behavioral competency variables, univariate analyses of variance (ANOVAs) for the dependent variable are conducted. The univariate *F* test results are presented in table V.14.2

Table V.14.2
Univariate Analysis on Dependent Behavioral Competency Variables

Dimensions of Behavioural Competency	Main Effects								Interaction Effects			
	Community				Support from family members or friends in business							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Initiative	6.905	.009**	.032	.744	.000	.984	.000	.050	3.488	.032*	.032	.647
Seizing and acting on the Opportunities	.437	.509	.002	.101	2.148	.144	.010	.308	1.212	.300	.012	.263
Persistence	17.357	.000**	.077	.986	.223	.637	.001	.076	8.682	.000**	.077	.968
Assertiveness	.942	.333	.005	.162	.057	.812	.000	.056	.482	.618	.005	.128
Need for achievement	8.760	.003**	.040	.838	.012	.911	.000	.051	4.394	.014*	.041	.754
Need for autonomy	.834	.362	.004	.149	.145	.703	.001	.067	.461	.631	.004	.125
Risk-taking	.352	.554	.002	.091	.134	.715	.001	.065	.224	.799	.002	.085
Drive & energy	11.122	.001**	.051	.913	.024	.876	.000	.053	5.573	.004**	.051	.852
Innovation	7.559	.006**	.035	.781	.004	.951	.000	.050	3.799	.024*	.035	.687
Creativity	.393	.532	.002	.096	1.056	.305	.005	.176	.670	.513	.006	.162

Source : Primary data **Denotes significant at 1% level. : *Denotes significant at 5% level

Given the significance of the overall test, the univariate effects were examined with the help of the opinion collected from the respondents. Community factor had main effect at 1 percent level of significance on initiative, persistence, need for achievement, drive and energy, and innovation of the respondents irrespective of the support from family members or friends in business activities. At the same time in the absence of community, support from family members or friends in business factor fails to find main effects on any of the behavioral competency variables.

However interaction effect was found between the independent factors at 1percent level of significance on persistence, drive and energy, and at 5 percent level of significance on need for achievement, initiative and innovation attributes.

Therefore univariate analysis suggests that six behavioral competency variables are found to be the factors contributed significantly to difference in the overall mean values between community group entrepreneurs who are either supported or not by their family members or friends engaged in business activities.

V 14.3 Post-hoc Comparison of Mean Values

In order to specify the particular group of entrepreneurs who differ from the other groups in terms of their behavioral competency attributes, their respective mean values were examined. The test results are given in table V.14.3.

Table V.14.3
Mean Values of the Significant Behavioral Competency Attributes

Dimensions of Behavioural Competency	Community		Support from family members or friends	
	Backward community	Other Community	Yes	No
Initiative	15.25	14.37	14.81	14.81
Persistence	19.18	17.83	18.58	18.43
Need for achievement	21.02	20.03	20.54	20.51
Drive and energy	18.88	17.77	18.35	18.30
Innovation	18.96	17.93	18.46	18.44

The mean values suggest that initiative, persistence, need for achievement, drive and energy and innovation are found to be higher among backward community entrepreneurs. Further only persistence is moderately higher among those who are supported by their family members or friends engaged in business activities

Therefore the overall analysis leads to the conclusion that all the significant behavioral competency variables are found to be moderately higher among backward community groups and further only persistence was found to be moderately higher among entrepreneurs who are supported by their family members or friends engaged in business activities.

CONCLUSION

The overall analysis has revealed that behavioral competencies between the backward and other community entrepreneurs differed significantly and the result does not support the null hypothesis and therefore it leads to the acceptance of the alternative hypothesis to concludes that there is a difference in the behavioral competency among the entrepreneurs of different social groups. The post-hoc analyses had found that backward

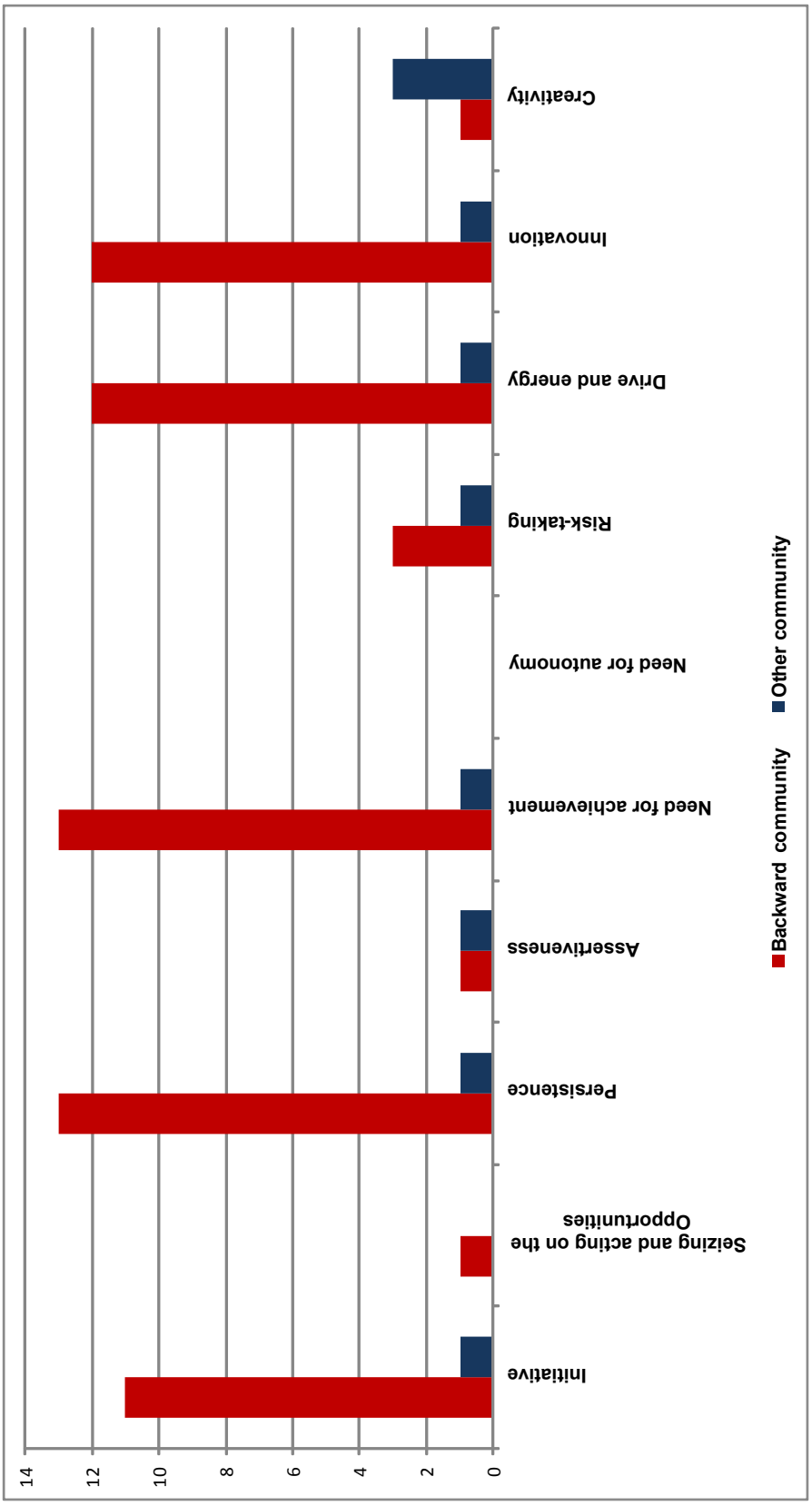
community entrepreneurs have higher behavioral competencies on five variables namely initiative, persistence, need for achievement, drive and energy and innovation when compared to other community entrepreneurs. Therefore the research concludes that backward community entrepreneurs are credited with more behavioral competencies in their entrepreneurial activities.

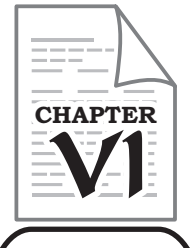
Table V.15.1
Nature of Behavioural Competency among Entrepreneurs

	t-test		MANOVA One-way		Age		Religious		Marital Status		Family Pattern		Nature of Education		Level of Education		Nature of Origin		Previous Experience		Nature of Previous Experience		Training in EDP		Family Friends in Business		Support from Family members Friends in Business		TOTAL FREQUENCY	
Community	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC
Initiative	H				H		H	H	H		H		H		H				H				H		H		H		11	1
Seizing & acting on the opportunities																			H										1	0
Persistence	H		H		H		H	H	H		H		H		H		H		H				H				13	1
Assertiveness						H													H								1	1
Need for achievement	H				H		H	H	H		H		H		H		H		H				H				13	1
Need for autonomy																														0
Risk-taking							H	H					H						H								3	1
Drive and energy	H		H		H		H	H	H				H		H		H		H				H				12	1
Innovation	H		H		H		H	H	H		H		H		H		H		H				H		H		12	1
Creativity								H	H	H										H							1	3
TOTAL FREQUENCY	8	0	9	0	8	2	10	12	8	1	8	1	14	1	13	3	8	0	15	2	3	6	12	0	9	0	10	0		

Note: **'H' indicates High competency 'BC' indicates Backward Community 'OC' indicates Other Community**

Figure V.15.1
Nature of Behavioural Competency among Entrepreneurs





THE NATURE OF MANAGERIAL COMPETENCY AMONG DIFFERENT SOCIAL GROUP ENTREPRENEURS.

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CHAPTER VI

THE NATURE OF MANAGERIAL COMPETENCY AMONG DIFFERENT SOCIAL GROUP ENTREPRENEURS.

INTRODUCTION

This chapter attempts to analyze the managerial competency which is one of the important competencies necessary for the entrepreneurs in order to carry on the business successfully. A number of factors contribute to the success of a business, but the greatest determinant for the success of a business may be the entrepreneur himself / herself. It implies that the performance of a business, in a small and medium scale, is mainly determined by the attitudes, decisions and actions of the entrepreneur cum manager of a business organization. The structure of management put the entrepreneur-manager in the most important position in running the enterprise. The success and failure of the business, to a larger extent depend on the entrepreneur-manager's competencies. Various studies on mortality, survival and growth of small enterprises have found that failures of small businesses are mainly due to poor entrepreneurship and management (Tolentino.A, 2000).

There are a few situations that businessman must deal with, and there is no doubt that not everyone can cope up with these situations. So people who start and run businesses need to know their own strengths and weaknesses, because "entrepreneurship involves the ability to build a 'founding team' with complementary skills and talents" (Timmons, 1994, p. 7). Further if the firm size expands and becomes more complex, the need for the advanced management practices tend to materialize increasingly, and therefore it was argued that the role of managerial competencies in firm's performance is contingent upon the growth of organizational development (Whitley, 1989). Such contingency also suggests an insignificant relationship between managerial activities and small firm success as the owner-managers of small, firms rely more on their traditional skills and

intuitiveness, rather on the managerial approaches, to deal with the daily operational problems (Jennings and Beaver, 1997).

Mayer and Goldstein (in Vesper,1990,p.52) suggest that adequate capital and managerial competencies are indispensable for survival, but they are rarely sufficient in themselves to ensure it. They must be supplemented by other factors , such as motivation, hard work, persistence and flexibility. Pavett and Lau (1983) said that managerial role of an entrepreneur requires conceptual, interpersonal, and even political competence for execution of his assignments. Competence in the managerial role appears to be enhanced by business education and the years of general managerial experience.(Gaylen N. Chandler Erik Jansen ,2002)

The underlying purpose of probing in to the managerial competency of an entrepreneur is to identify the characteristics of a good and effective entrepreneur-manager (Mintzberg, 1973) so that organizations can be successful. Based on McClelland (1973)'s work, Boyatzis (1982) developed a classification of managerial competencies and defined managerial competencies as underlying characteristics of a person which leads to his/her effective and/or superior performance in a job.

Managerial competencies are personal as well as task-oriented skills that are associated with effective management and leadership (Martin and Staines, 1994) whereas management practices relate to the use of formalized methodologies and practices to ensure effective functioning of company operations (Caglino and Spina, 2002). Managerial competencies are thus the business functional skills that have been playing an increasingly important role in the development of successful business firms.

All current research that involves entrepreneurial competencies implicitly presumes that entrepreneurs are different from non-entrepreneurs in terms of the competencies they possess (e.g. Huck and McEwen, 1991; Chandler and Jansen, 1992; Minet and Morris, 2000; Baum et al., 2001; Man et al., 2002; Sony and Iman, 2005). However, no one has empirically examined whether managerial competencies can discriminate between social

group entrepreneurs, namely backward and other communities in the study area or not. The present research aims to address this gap.

In order to ascertain as to whether the entrepreneurs of socially-economically backward communities and entrepreneurs of other communities have the same managerial competency or not, the study has adopted eight managerial competency attributes identified by the researchers namely information seeking, systematic planning, problem solving, persuasion, goal setting & perseverance, communication ability, technical knowledge and social skills are compared between two community groups using one-way Multivariate Analysis of Variance or simply called one-way MANOVA. Further, demographic independent variables such as age, religion, marital status and the like are analyzed separately, along with the main independent variable namely community in the two-way MANOVA analysis to examine the nature of main and interaction effects on managerial competency. The results of the analysis are presented in the following pages.

VI.1.1 Effect of Community on the Combined Managerial Competency –Results of Independent t-Test.

The independent sample t-test is used to compare the means of eight managerial competency dependent variable for the two independent groups namely backward and other community entrepreneurs in Chennai city.The 't'test results are presented in table VI.1.1

Table VI.1.1
Combined Managerial Competency between Community Groups

Community Groups	Size	Mean	SD	t	P
Backward Community	76	18.67	1.27	0.785	0.433
Other Community	135	18.85	1.75		

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5 % level

The analysis of the table shows that the combined managerial competencies of the entrepreneurs do not differ significantly between backward and other community groups. It implies that the mean values of the community groups are equal among all the dependent managerial competency variables.

The examination of t test results, therefore, leads to the conclusion that the managerial competency attributes are found to be similar between the backward and other community entrepreneurs in Chennai city.

VI.2. Effect of Community on the Managerial Competency (one –way MANOVA)

To examine the mean differences in the managerial competency attributes between the two community group entrepreneurs, the multivariate analysis (one-way) is carried out. The analysis helps to understand as to how the two community groups differ on the eight dependent managerial competency variables.

The null hypothesis formulated for this purpose is that:

Ho=There is no significant difference in the managerial competency between the entrepreneurs belonging to socially and economically backward communities and others.

The hypothesis was tested by using the General Linear Model (GLM) of SPSS software package. The test was carried out by using multivariate analysis of variance (one-way).The test results are shown in table VI 2.1.

Table VI.2.1
Summary of Effects of One-way MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Par-tial Eta Squared	Observed Power
Community	0.877	3.532	0.001**	0.123	0.980

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The one-way MANOVA reveals that the community of the respondents has a multivariate effect on the combined managerial competency of the entrepreneurs between backward and other community groups in the study area. Wilks' λ being 0.877 and its associated partial eta squared being 0.123, indicates that 12.3 percent (0.123 *100) of the

variance of the dependent variables is accounted for by the differences between backward and other community entrepreneurs. The *F test result* is statistically significant at 1 percent level.

As the relationship between the independent and the dependent variables is significant at 1 percent level, the one-way multivariate analysis result rejects the *null hypothesis (Ho)* and hence it leads to the acceptance of the alternative hypothesis that there is a difference in the managerial competency between backward and other community entrepreneurs. However the MANOVA result differs from the't' test results given in table VI.1.1

The one-way MANOVA analysis therefore leads to the conclusion that the socially and economically backward community entrepreneurs on the one hand and other community entrepreneurs on the other hand differ significantly in terms of their combined managerial competencies in Chennai city.

VI.2.2. Result of Univariate analysis

As the combined multivariate result does not reveal the effect of community on each dependent variables separately, it becomes necessary to examine the extent to which they measure the individual dependent variables.(Joseph F.Hair,Jr et.,all 2011).Therefore the univariate test is carried out to evaluate as to which of the dependent variables contribute to the overall differences as indicated by the F test. The univariate results are portrayed in table VI.2.2

Table VI.2.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	F value	P Value	Partial Eta Squared	Observed Power	Community groups (Mean Values)	
					Backward	Others
Information seeking	0.341	0.560	.002	.089	18.89	18.72
Systematic planning	2.989	0.085	.014	.406	19.41	20.03
Problem solving	0.687	0.408	.003	.131	17.61	17.87
Persuasion	4.249	0.041*	.020	.537	**20.39**	19.70
Goal setting & perseverance	1.345	0.248	.006	.211	17.72	18.09
Communication ability	0.147	0.702	.001	.067	17.79	17.92
Technical knowledge	2.550	0.112	.012	.356	19.01	19.56
Social skills	1.911	0.168	.009	.280	18.57	18.95

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5 % level

The examination of the univariate effects reveal that out of eight dependent managerial competency variables only persuasion is found to be significant at 5 percent level, the associated F value of persuasion is (1,208)= 4.249, P <0.05.

The univariate analysis, therefore, suggests that the dependent managerial competency variable namely persuasion differs significantly between the community groups individually when compared to other managerial competency attributes. The comparisons of mean values between community group entrepreneurs further reveals that persuasion is found to be higher among backward community entrepreneurs when compared to other community respondents.

Therefore the overall analysis leads to the conclusion that managerial competency differs significantly between backward and other community entrepreneurs in the study area. It is also found that backward community entrepreneurs have better persuasion skills when compared to other community respondents.

VI.3.1. Effect of Community and Age on Managerial Competencies (Two-way MANOVA)

In order to ascertain as to how the two community group entrepreneurs differ on a linear combination of the eight managerial competency variables when the community interacts with the age of the respondents, multivariate analysis of variance was carried out. The results of two-way MANOVA are shown in table VI.3.1

Table VI.3.1
Summary of Effects of MANOVA

Independent Variables	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.871	*F*(8,199)= 3.697	0.000**	0.129	0.985
Age	0.768	*F* (24,578.)=0.768	0.000**	0.084	0.998
Community X Age	0.008	*F* (8,199)=3103.679	0.000**	0.992	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The multivariate analysis reveals that community has main effect on the managerial competency of the respondents between the community groups irrespective of the age factors. Wilks' λ is 0.871 and its effect size (partial eta squared 0.129) which measures the strength of the relationship between the independent and the dependent variables is found to be strong in addition to have ensured a high predictive power (0.985) to confirm the existence of a relationship. Therefore the *F test* (8,199) =3.697 is found to be significant at 1 percent level.

Similarly the multivariate analysis shows that age of the respondents has main effect on the combined managerial competency of the entrepreneur groups. The Wilks' λ is 0.768 and though the effect size is found to be moderate 0.084, but the main effect having high predictory power (0.998) and therefore the *F test* =0.768 is significant at 1 percent level.

The multivariate analysis also indicates an interaction effect between community and age factors of the respondents. The Wilks' λ is 0.008, *F* =3103.679, p <0.01, partial

eta squared =0.992 and power=1.000.Therefore it can be accepted that a relationship exists between the age and the community of the respondents and their managerial competencies.

Therefore two-way MANOVA suggests that the managerial competency differs significantly among the different age group respondents between backward and other community entrepreneurs in Chennai city.

VI.3.2. Results of the Univariate Analysis

An attempt is made with the help of univariate analysis to identify those managerial competency variables which were found to be the cause for the significant difference between the community groups. Table VI.3.2 presents the summary of univariate analysis on dependent managerial competency.

Table VI.3.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Age							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.503	0.479	.002	.109	.855	0.465	.012	.234	.726	0.575	.014	.232
Systematic planning	2.665	0.104	.013	.369	.212	0.888	.003	.089	.898	0.466	.017	.283
Problem solving	.510	0.476	.002	.110	1.156	0.328	.017	.309	1.039	0.388	.020	.325
Persuation	5.087	0.025*	.024	.612	1.044	0.374	.015	.281	1.846	0.121	.035	.554
Goal setting & perseverance	.384	0.536	.002	.095	7.946	.000**	.104	.990	6.329	.000**	.109	.989
Communication ability	.026	0.872	.000	.053	1.430	0.235	.020	.376	1.110	0.353	.021	.346
Technical knowledge	2.600	0.108	.012	.361	1.285	0.281	.018	.340	1.604	0.175	.030	.489
Social skills	1.682	0.196	.008	.252	1.660	0.177	.024	.431	1.728	0.145	.032	.523

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The univariate analysis suggests that community of the respondents has main effect at 5 percent level of significance only on one managerial aspect namely persuasion irrespective of age of the entrepreneurs. Similarly age factor has main effect on goal setting and perseverance and the univariate main effect is significant at 1 percent level.

Further analysis reveals that there was an interaction effect on goal setting and perseverance at 1 percent level of significance between community and age of the respondents when they interact with each other.

The univariate analysis, therefore, suggests that the dependent managerial competency variables namely persuasion and goal setting and perseverance contribute to the significant difference in the managerial competency between backward and other community entrepreneurs.

VI.3.3 Tukey's HSD Test Results

As there are more than two age groups among the respondents, Tukey's HSD test is carried out to determine which group mean value differs significantly from the other group and to examine the exact nature of overall effects on managerial competency among the entrepreneurs groups. The table VI.3.3 presents the mean values of the dependent managerial competency variables with significant main and interaction effects.

Table VI.3.3
Comparisons of Mean values of the Significant Dependent Variables

Dimensions of Managerial Competency	Community		Age Groups			
	Back ward	Others	Up to 30 Years	31-40	41-50	Above 50 Years
Persuasion	**20.58**	19.81	19.77	19.91	19.92	**20.67**
Goal setting & perseverance	18.18	**18.37**	17.61	17.49	18.17	**19.95**

Source : Primary Data

The examination of the mean values reveal that respondents above 50 years of age are found to have a better entrepreneurial persuasion, and goal setting and perseverance when compared to other age groups. Backward community respondents have higher persuasion ability while the other community group entrepreneurs are found to be better in goal setting and perseverance qualities.

Therefore the analysis leads to the conclusion that managerial competency attributes namely persuasion and goal setting and perseverance are found to be higher among

backward and other community respondents above 50 years of age group respectively.

VI.4.1. Effect of Community and Religion on Managerial Competencies

Two-way MANOVA was carried out to discriminate community group entrepreneurs, who have affiliations with different religions, in terms of their managerial competencies. The multivariate test results are presented in table VI.4.1.

Table VI.4.1
Summary of Effects of MANOVA

Independent Variables	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.875	(8,200)=3.556	0.001**	0.125	0.981
Religion	0.778	(16,400)=3.350	0.001**	0.118	1.000
Community X Religion	0.023	(8,200)=1071.117	0.001**	0.977	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The multivariate analysis shows that there were differences between the community groups at 1 percent level of significance on their combined managerial competency irrespective of the religious affiliations. Wilks' λ is 0.875, *F* =3.556, partial eta squared= 0.125, power= 0.981.

Similarly significant multivariate main effect is also found on the managerial competency among entrepreneurs of different religious groups irrespective of their communities. Wilks' λ = 0.778, *F* =3.350, p <0.01, partial (η^2_p) = 0.163, power =1.000. The multivariate analysis also indicates that there is an interaction effect between the community and the religious factors on the combined managerial competencies of the sample respondents. Wilks' λ = 0.023, *F* =1071.117, p <0.01, partial (η^2_p) = 0.977, power =1.000.

Therefore the two-way MANOVA suggests that the respondents among different religious groups between backward and other community groups in Chennai city differ significantly in terms of their combined managerial competencies.

VI.4.2. Results of Univariate Analysis

Further attempt is also made to evaluate the individual dependent managerial competency variables with separate ANOVA tests to explore the effect of community and religion of the respondents on each of the eight managerial competency variables. The univariate results are shown in table VI.4.2.

Table VI.4.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Religion							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.169	.681	.001	.069	1.378	.254	.013	.294	1.033	.379	.015	.278
Systematic planning	3.662	.057	.017	.478	3.066	.049*	.029	.587	3.060	.029*	.042	.712
Problem solving	.882	.349	.004	.155	.837	.434	.008	.192	.787	.503	.011	.218
Persuation	3.549	.061	.017	.466	1.501	.225	.014	.318	2.424	.067	.034	.599
Goal setting & perseverance	1.805	.181	.009	.267	2.025	.135	.019	.415	1.802	.148	.025	.465
Communication ability	.205	.651	.001	.074	11.638	.000**	.101	.994	7.812	.000**	.102	.989
Technical knowledge	2.772	.097	.013	.381	5.136	.007**	.047	.820	4.307	.006**	.059	.862
Social skills	1.570	.212	.008	.239	.946	.390	.009	.213	1.267	.287	.018	.336

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The univariate analysis shows that the community factors do not find univariate effect on any one of the managerial competency attributes between the community groups in the absence of their religious affiliations.

But the univariate ANOVA based on religious factors has univariate effect at 5 percent level of significance on systematic planning and at 1 percent level of significance on communication ability and technical knowledge irrespective of their community factors.

The univariate result also indicates that there were interaction effects between the community and religious factors on systematic planning at 5 percent and communication ability and technical knowledge at 1 percent levels of significance.

The Univariate analyses of variance (ANOVAs) suggests that three dependent managerial competency variables namely systematic planning, communication ability and technical knowledge differ individually among respondents with different religious affiliations between community groups.

VI.4.3 Tukey's HSD Test Results

To find out as to in which community and religious groups the significant managerial competency attributes prevail, Tukey's HSD test is carried out on each of the managerial competency variables. The test results are shown in table VI.4.3.

Table VI.4.3
Comparisons of Mean values for the Significant Dependent Variables

Managerial Competency Attributes	Community		Religious Groups		
	Backward	Others	Hindu	Muslim	Christian
Systematic planning	19.17	19.85	19.93	18.71	20.33
Communication ability	18.20	18.34	17.93	16.42	20.56
Technical knowledge	19.27	19.82	19.40	18.38	21.22

Source : Primary Data

The Tukey's HSD test results suggests that systematic planning, communication ability and technical knowledge are found to be higher among Christian other community entrepreneurs than other religious groups either within or backward community groups.

The overall analyses, therefore, leads to the conclusion that Christian entrepreneurs of other community groups exhibit higher managerial competency when compared to other respondents groups.

VI.5. Effect of Community and Marital Status on Managerial Competencies

The effect of community and marital status of the sample respondents were examined with the help of multivariate analysis to measure the nature of managerial competency among married and unmarried entrepreneurs between communities. The summary of MANOVA results are reported in table VI.5.1.

Table VI.5.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.877	(8,201)=3.515	0.001**	0.123	0.979
Marital Status	0.937	(8,201)=1.697	0.101	0.063	0.730
Community X Marital Status	0.010	(8,201)=2454.507	0.000**	0.990	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The analysis of the table reveals that community of the respondents had main effect on the managerial competency among the respondents between community groups irrespective of their marital status. Wilks' λ = 0.877, *F* =3.515, p <0.01, partial (η^2_p) = 0.123, power =0.999.

At the same time the mean values of respondents between married and unmarried groups do not differ significantly from each other in respect of the managerial competencies in the absence their communities. However, marital status had an interaction effect positively with the community of the sample respondents when they interacted with each other. Wilks' Lambda= 0.010, F (8,201) =2454.507, p <0.01, partial (η^2_p) = 0.990, power=1.000.

Therefore the multivariate analysis implies that the combined managerial competency differs significantly at 1 level of significance among the married and unmarried respondents between backward and other communities in Chennai.

VI.5.2. Results of Univariate Analysis

In order to examine the multivariate effects further to find out the contributing dependent managerial competency variables, univariate ANOVA is conducted on all the eight dependent variables. The univariate results are presented in table VI.5.2

Table VI.5.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Marital Status							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.333	.565	.002	.089	.148	.701	.001	.067	.243	.784	.002	.088
Systematic planning	2.971	.086	.014	.404	.004	.952	.000	.050	1.489	.228	.014	.315
Problem solving	.690	.407	.003	.131	.057	.812	.000	.056	.370	.691	.004	.109
Persuation	4.225	.041*	.020	.534	.002	.960	.000	.050	2.116	.123	.020	.431
Goal setting & perseverance	1.306	.254	.006	.206	1.457	.229	.007	.225	1.402	.248	.013	.299
Communication ability	.131	.718	.001	.065	2.207	.139	.010	.315	1.177	.310	.011	.256
Technical knowledge	2.492	.116	.012	.349	2.705	.102	.013	.374	2.638	.074	.025	.520
Social skills	1.981	.161	.009	.288	2.084	.150	.010	.301	2.003	.138	.019	.411

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

It can be inferred from the univariate analysis that out of eight the managerial competency variables, only persuasion differs at 5 percent level of significance between the community groups irrespective of their marital status.

The ANOVA results further shows that marital status of the respondents neither has a main nor an interaction effect on any of the managerial competency attributes.

VI.5.3 Post-hoc Comparison of Mean Values.

To find out as to which groups of entrepreneurs are endowed with higher persuasive skills over the other group, the mean values of the significant managerial competency variable are compared. The results are presented in table VI.5.3.

Table VI.5.3
Comparisons of Mean Values of the Significant Dependent Variables

Dimensions of Managerial Competency	Community		Marital Status	
	Backward community	Other Community	Married	Unmarried
Persuasion	20.40	19.70	20.04	20.06

Source : Primary Data

The comparison of mean values suggests that the managerial competency attribute namely persuasion is found to be higher among backward community entrepreneurs when compared to other community groups.

The overall analysis in respect community and marital status of the respondents, only persuasion is found to differ among community group entrepreneurs and backward community respondents show better persuasion skills among the married and unmarried entrepreneurs. At the same time marital status do not differentiate the respondents in terms of their managerial competencies.

VI.6.1 Effect of Community and Nature of Family on Managerial Competency

An attempt was made to assess the effect of nature of the family of the respondents between the community groups on their managerial competencies. The multivariate analysis was carried out with the relevant data and the results are presented in table VI.6.1.

Table VI.6.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.887	(8,201)=3.198	0.002**	0.113	0.966
Type of Family	0.965	(8,201)=919	0.502	0.035	0.422
Community X Type of Family	0.007	(8,201)=3705.541	0.000**	0.993	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The analysis of the table reveals that the community of the respondents had main effect on the managerial competency irrespective of the fact whether the respondents live in joint family or nuclear family set-ups. Wilks' λ is 0.887 and its effect size (0.197) shows the existence of a strong relationship, with a high predictive power (0.966), between the community and the managerial competency of the respondents. The *F test* result (3.198) was significant at 1 percent level.

As against the effect of community, the type of family has no multivariate effect on the managerial competencies in the absence of their community factor.

Further analysis, however, reveals that the community of the respondents is found to have interaction effect positively with the type of family of the sample respondents when they interact with each other. Wilks' Lambda= 0.007, F=3705.541, $p < 0.01$, partial (η^2_p) = 0.993, power=1.000.

Therefore the analysis leads to the conclusion that the mean values, on the linear combinations of multiple managerial competency attributes, are not exactly the same among the respondents either living in joint or nuclear family systems between community groups.

VI.6.2. Results of the Univariate Analysis

As the overall F test is found to be significant, separate ANOVA tests are conducted on each of the dependent managerial competency variables to identify the specific dependent variables which contribute to the significant overall effect. The relevant data was processed and the results are presented in table VI.6.2.

Table VI.6.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Type of Family							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.215	.644	.001	.075	.439	.508	.002	.101	.390	.678	.004	.112
Systematic planning	3.252	.073	.015	.435	.365	.546	.002	.092	1.673	.190	.016	.350
Problem solving	.832	.363	.004	.148	.330	.566	.002	.088	.507	.603	.005	.133
Persuation	3.014	.084	.014	.408	3.344	.069	.016	.445	3.821	.023*	.035	.690
Goal setting & perseverance	1.257	.263	.006	.200	.013	.910	.000	.051	.675	.510	.006	.163
Communication ability	.522	.471	.003	.111	4.135	.043*	.019	.526	2.142	.120	.020	.436
Technical knowledge	3.007	.084	.014	.408	.908	.342	.004	.158	1.728	.180	.016	.360
Social skills	1.991	.160	.009	.290	.092	.762	.000	.061	.998	.370	.010	.222

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

Although community factor has a multivariate effect on the combined managerial competency of the respondents, it failed to find significant univariate effects on any of the dependent managerial competency variables individually irrespective of their family set-up.

In the same way, though the type of family of the respondents has no multivariate effect, it records univariate effect individually at 5 percent level of significance on communication ability of the respondents living either in joint or nuclear family set-up in Chennai city.

The analysis further reveals that there was an interaction effect between the community and the type of the family on persuasion at 5 percent level of significance.

The univariate analysis, therefore , suggests that persuasion and communication abilities are found to have contributed to the difference in the overall mean values between backward and other community group entrepreneurs either living in joint or nuclear families.

VI.6.3 Post-hoc Comparison of Mean Values.

In order to specify the particular group of entrepreneurs who differed from the other group in terms of their managerial competency attributes, mean values of the significant variables were compared and the test results are given in table VI.6.3.

Table VI.6.3
Comparisons of Mean values for the Significant Dependent Variables

Dimensions of Managerial Competency	Community		Family Type	
	Backward Community	Other Community	Joint Family	Nuclear Family
Persuation	20.28	19.69	19.68	20.29
Communication ability	17.67	17.91	17.45	18.12

Source : Primary Data

The mean values of the significant dependent managerial competency variables suggests that backward community entrepreneurs living in nuclear family set-up are found to have higher persuasion, while other community respondents in nuclear family set-up are found to have higher communication abilities when compared to others.

Therefore the overall analysis leads to the conclusion that those respondents in nuclear families are comparatively better in persuasion and communication skills than those in joint families in the study area. Persuasion skills are higher among backward communities, while communication skills are higher among other communities.

VI.7.1 Effect of Community and Nature of Education on Managerial Competency

In order to examine whether the mean values differ among technically and non-technically qualified entrepreneurs belonging to backward and other communities in Chennai city, multivariate analysis was carried out. The MANOVA results are shown in table VI.7.1

Table VI.7.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.869	(8,201)=3.775	0.000**	0.131	0.987
Nature of Education	0.886	(8,201)=3.246	0.002**	0.114	0.968
Community X Nature of Education	0.008	(8,201)=3316.771	0.000**	0.992	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The multivariate analysis suggests that there were differences at 1 percent level of significance in the mean values between the backward and other community entrepreneur groups on the linear combination of managerial competencies irrespective of the fact whether they are technically qualified or otherwise. Wilks' λ is 0.869, F =3.775, partial eta squared= 0.131, power= 0.987.

It is also seen that nature of education had a main effect on the managerial competencies irrespective of their community factors. The Wilks' λ is 0.869, $p < 0.01$, F =3.775, partial eta squared=0.131, power=0.987.

In addition to the main effect, the independent factors namely community and nature of education also have interaction effect on the managerial competency of the respondents. Wilks'λ is 0.008, F =3316.771, $p<0.01$, partial eta squared=0.992, power=1.000.

It may be concluded from the two-way MANOVA that the technically and non-technically qualified entrepreneurial groups between communities differ in their managerial competencies.

VI.7.2. Results of the Univariate Analysis

ANOVA was conducted on each of the dependent managerial competency variables to find out those dependent variables which contribute to the significant difference in the mean values of the respondent groups. The results of univariate tests are given in table VI.7.2

Table VI.7.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Nature of Education							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.567	.452	.003	.116	6.598	.011*	.031	.725	3.474	.033*	.032	.645
Systematic planning	2.638	.106	.013	.366	2.984	.086	.014	.405	3.001	.052	.028	.578
Problem solving	.668	.415	.003	.129	.017	.897	.000	.052	.350	.705	.003	.106
Persuation	5.098	.025*	.024	.613	7.231	.008**	.034	.763	5.804	.004**	.053	.867
Goal setting & perseverance	1.141	.287	.005	.186	2.108	.148	.010	.304	1.730	.180	.016	.361
Communication ability	.079	.779	.000	.059	2.661	.104	.013	.369	1.405	.248	.013	.299
Technical knowledge	2.204	.139	.010	.315	3.525	.062	.017	.464	3.053	.049*	.029	.585
Social skills	2.276	.133	.011	.324	3.608	.059	.017	.472	2.772	.065	.026	.542

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The univariate analysis, as given in the table, indicates that community was significantly related to only persuasion at 5 percent level of significance. Similarly, nature of education has univariate effect at 5 percent level of significance on information seeking and at 1 percent level of significance on persuasion when compared to other aspects of managerial competency. Besides, interaction effect is also found between the community and nature of education of the sample respondents on information seeking and technical knowledge at 5 percent and persuasion at 1 percent levels of significance

The univariate analysis, therefore, suggests that the dependent managerial competency variables like information seeking, technical knowledge and persuasion skills are found to differ among the respondent groups.

VI. 7.3 Post-hoc Comparisons of Mean Values

Further, the mean values of the significant managerial competency variables are compared to identify group of entrepreneurs who differed from the other groups in their managerial competencies. The table VI 7.3 shows the mean values of the three dependent variables.

Table IV 7.3
Post-hoc Comparison of Means of Significant Dependent Variable

Dimensions of Managerial Competency	Community		Nature of Education	
	Backward community	Other Community	Technical	Non -technical
Information seeking	18.77	18.54	18.26	19.06
Persuation	20.25	19.49	19.40	20.34
Technical knowledge	18.91	19.41	19.49	18.83

The comparison of mean values suggests that non– technically qualified backward community entrepreneurs are found to have higher managerial competencies in terms of information seeking and persuasion skills and on the other hand technically qualified other community respondents have higher technical knowledge when compared to other respondent groups.

Therefore the analysis leads to the conclusion that the nature of education when interacts with community of the respondents, non–technically qualified backward community respondents are bestowed with information seeking and persuasion skills , while technically qualified other community respondents are found to have better technical knowledge than others.

VI.8.1 Effect of Community and Educational Qualification on Managerial Competency Table

In order to find out as to whether community group respondents with different educational qualifications differ on their managerial competencies, two-way MANOVA is conducted with the help of the relevant data. The multivariate results are presented in table VI.8.1.

Table VI.8.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.876	(8,200)=3525	0.001**	0.124	0.980
Educational Qualification	0.778	(16,400)=3.345	0.000**	0.118	1.000
Community X Educational Qualification	0.008	(8,200)=3155.957	0.000**	0.992	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The examinations of the multivariate results reveal that there is a main effect of community at 1 percent level of significance on the managerial competency of the respondents between the community group entrepreneurs irrespective of their educational qualifications. Wilks' Lambda= 0.876, F = 3.525, partial eta squared =0.124 and power =0.980.

In the same way, the managerial competencies differ among the sample entrepreneurs with different educational qualifications irrespective of their communities. Wilks'Lambda=0.778, F(16,400)=3.345,p < 0.01, partial (η^2_p) = 0.114,observed power=1.000.

In addition to the main effects, the community also has an interaction effect positively with the educational qualifications of the sample respondents, Wilks' Lambda= 0.008, F(8,200)=3155.957, p < 0.01, partial (η^2_p) = 0.992 with an observed power=1.000.

Therefore, the analysis implies that the managerial competency differs significantly among the respondents with different educational qualification between communities in Chennai city.

VI.8.2 Results of Univariate Analysis

Univariate analysis of variance (ANOVAs) was conducted to identify whether managerial competency variables differ individually among the respondent groups. The relevant data was analysed and the test results are given in table VI.8.2.

Table VI.8.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Educational Qualification							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.201	.655	.001	.073	1.052	.351	.010	.233	.815	.487	.012	.225
Systematic planning	2.447	.119	.012	.344	1.927	.148	.018	.397	2.290	.079	.032	.572
Problem solving	.937	.334	.005	.161	4.802	.009**	.044	.793	3.439	.018*	.047	.767
Persuation	5.145	.024*	.024	.617	2.414	.092	.023	.483	3.045	.030*	.042	.709
Goal setting & perseverance	.869	.352	.004	.153	5.991	.003**	.055	.878	4.464	.005**	.061	.875
Communication ability	.054	.816	.000	.056	1.298	.275	.012	.279	.914	.435	.013	.249
Technical knowledge	2.019	.157	.010	.293	2.169	.117	.021	.440	2.306	.078	.032	.575
Social skills	1.251	.265	.006	.200	5.975	.003**	.055	.877	4.651	.004**	.063	.889

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The analysis indicates that persuasion differs at 5 percent level of significance between community group of entrepreneurs irrespective of their educational qualifications. Further, problem solving, goal setting &perseverance and social skills differ among the respondents with different educational qualifications at 1 percent level of significance irrespective of the community factors.

In addition to the main effects, interaction effect was found between the community and educational qualification of the respondents at 1 percent level of significance on goal setting &perseverance and social skills and at 5 percent level of significance on problem solving and persuasion skills when compared to other attributes.

The univariate analysis therefore suggests that managerial competency attributes like problem solving, persuasion, goal setting &perseverance and social skills differ among the sample respondents with different educational qualifications between backward and other community groups.

VI.8.3 Tukey's HSD Test Results

Tukey's HSD test is conducted to examine the mean values of the significant managerial competency variables between the respondent groups. The test results are presented in table VI.8.3

Table VI.8.3
Tukey's HSD Test Results for the Significant Dependent Variables

Dimensions of Behavioural Competency	Community		Educational Qualification		
	Backward	Others	SSLC	HSC/ Diploma	Graduates
Problem solving	17.47	17.78	17.43	18.31	17.14
Persuation	20.61	19.84	19.98	19.82	20.88
Goal setting & perseverance	17.96	18.25	17.38	18.23	18.71
Social skills	18.81	19.12	18.34	18.94	19.61

The comparison of mean values suggests that graduate entrepreneurs are found to have better managerial competencies in terms of persuasion, goal setting &perseverance and social skills than those with lower educational backgrounds. Diploma holders have better problem solving skills than even graduate entrepreneurs. Except persuasion, which is found to be higher among backward community entrepreneur groups, other significant managerial competency aspects namely, problem solving, goal setting &perseverance and social skills, are found to be higher among other community respondents.

Therefore the analysis leads to the conclusion that educational qualification when interacts with community of the respondents, higher education helps to have better managerial competencies particularly among other community respondents.

VI.9.1 Effect of Community and Nativity on Managerial Competency

In order to find out the nature of difference among the native and migrant entrepreneurs between backward and other community groups on their managerial competencies, multivariate test was carried out. The test results are presented in table VI.9.1.

Table VI.9.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.880	(8,201)=3.441	0.001**	0.120	0.977
Nativity	0.965	(8,201)=0.900	0.517	0.035	0.413
Community X Nativity	0.007	(8,201)=3653.218	0.000**	0.993	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The multivariate analysis indicates that community of the entrepreneurs has multivariate effect at 1 percent level of significance on their combined managerial competency irrespective of the nativity factors. Wilks'Lambda= 0.880, $F = 3.441$, partial $(\eta^2_p) = 0.120$ and observed power=0.977. At the same time no significant difference was found in the mean values of the respondents between natives and migrant groups in respect of their combined managerial competency measures irrespective of their communities.

However the community of the respondents is found to have interaction effect positively with the nativity factors of the sample respondents at 1 percent level of significance. Wilks' Lambda= 0.007, $F(8,201)=3653.218$, $p < 0.01$, partial $(\eta^2_p) = 0.993$.

Therefore the multivariate analysis leads to the conclusion that the combined managerial competency differs among the native and migrant entrepreneurs between backward and other communities in Chennai.

VI.9.2. Results of Univariate Analysis

In order to find out the impact of the independent community and nativity factors on the dependent managerial competency variables individually, univariate ANOVA was conducted on all the dependent managerial competency variables. The results are presented in table VI.9.2

Table VI.9.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Nativity							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.196	.659	.001	.073	3.686	.056	.017	.481	2.016	.136	.019	.413
Systematic planning	2.973	.086	.014	.404	.003	.953	.000	.050	1.489	.228	.014	.315
Problem solving	.832	.363	.004	.148	1.298	.256	.006	.205	.993	.372	.009	.221
Persuasion	3.972	.048*	.019	.510	.667	.415	.003	.128	2.455	.088	.023	.490
Goal setting & perseverance	1.641	.202	.008	.247	2.607	.108	.012	.362	1.981	.141	.019	.407
Communication ability	.179	.672	.001	.071	.316	.575	.002	.087	.231	.794	.002	.086
Technical knowledge	2.684	.103	.013	.371	.412	.521	.002	.098	1.478	.231	.014	.313
Social skills	1.983	.161	.009	.289	.186	.667	.001	.071	1.045	.354	.010	.231

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The univariate test result shows that managerial competency variable namely persuasion alone has differed between community group respondents at 1 percent level of significance irrespective of their nativity factors. But nativity factor fails to show either a main or an interaction effect individually on any of the managerial competency aspects irrespective of their community factors.

It is therefore understood that the managerial competency variable namely persuasion alone is found to be different between community group entrepreneurs irrespective of the nativity factors when compared to other attributes.

VI.9.3 Post-hoc Comparison of Mean Values.

The mean values of the managerial competency variable which differed significantly were examined to identify which groups of entrepreneurs are endowed with these attributes over the other groups. The corresponding mean values are presented in table VI.9.3

Table VI.9.3
Comparisons of Mean Values of Significant Managerial Competency Variable

Dimensions of Managerial Competency	Community		Nativity	
	Backward	Others	Natives	Migrants
Persuasion	20.42	19.74	19.94	20.22

Source : Primary Data

The examinations of the mean values indicate that migrant backward community entrepreneurs are able to have better persuasion skills when compared other respondent groups.

Therefore the overall result suggests that backward community respondents who were migrated from other places to Chennai are found to have better entrepreneurial competency in terms of their persuasion skills than other entrepreneurial groups.

VI.10.1 Effect of Community and Previous Experience on Managerial Competency

Two-way MANOVA was carried out to find out as to whether the managerial competency differs between the backward and other community entrepreneur groups who ventured in to the entrepreneurial career with previous experiences if any or otherwise. The multivariate results are presented in table VI.10.1.

Table VI.10.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.890	(8,201)=3.109	0.002**	0.110	0.961
Previous Occupation	0.893	(8,201)=3.012	0.003**	0.107	0.954
Community X Previous Occupation	0.008	(8,201)=3212.835	0.000**	0.992	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The examination of the result shows that the mean values differ at 1 percent level of significance between the backward and other community groups irrespective of the previous experience. Wilks' Lambda= 0.890, F = 3.109, partial eta squared =0.110 and the

power=1.000. Similarly the previous experience of the respondents also has multivariate effect at 1 percent level of significance on the managerial competency of the entrepreneurs irrespective of their community. Wilks'Lambda =0.893, F =3.012, partial (η^2_p) = 0.107 and power=0.961.

Further analysis reveals that the community of the respondents is found to have interaction effect between the two independent factors on the managerial competency among the respondent groups. Wilks' Lambda= 0.008, F=3212.835, $p < 0.01$, partial (η^2_p) = 0.992 , observed power =1.000.

The multivariate analysis therefore implies that the corresponding mean values differ significantly among experienced and inexperienced entrepreneurs between backward and other community groups.

VI.10.2 Results of Univariate Analysis

The eight dependent managerial competency attributes were tested by using univariate analyses of variance (ANOVAs) to find out as to which individual attributes differ significantly among the respondent groups. The univariate *F* test results are presented in table VI.10.2.

Table VI.10.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Previous Experience							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.405	.525	.002	.097	.102	.750	.000	.062	.220	.802	.002	.084
Systematic planning	1.375	.242	.007	.215	6.583	.011*	.031	.724	4.826	.009**	.044	.795
Problem solving	.187	.666	.001	.071	3.298	.071	.016	.440	1.996	.138	.019	.410
Persuation	6.576	.011*	.031	.723	6.200	.014*	.029	.698	5.277	.006**	.048	.831
Goal setting & perseverance	1.208	.273	.006	.194	.023	.879	.000	.053	.681	.507	.007	.164
Communication ability	.016	.900	.000	.052	1.397	.239	.007	.217	.772	.463	.007	.180
Technical knowledge	.627	.429	.003	.124	15.232	.000**	.068	.973	8.978	.000**	.079	.972
Social skills	1.138	.287	.005	.186	1.865	.173	.009	.275	1.892	.153	.018	.391

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The univariate result shows that community had main effect on persuasion at 5 percent level of significance when compared to other attributes irrespective of whether they are experienced previously or direct entrants to business.

Similarly previous experience of the respondents finds univariate effects on systematic planning and persuasion at 5 percent level and technical knowledge at 1 percent levels of significance irrespective of the community factors.

Further examination of the results indicates that the independent factors have created interaction effects uniformly at 1 percent level of significance on systematic planning, persuasion and technical knowledge of the respondents

The Univariate analyses suggest that systematic planning, persuasion and technical knowledge have differed significantly among the experienced and inexperienced entrepreneurs between the community groups

VI.10.3 Post-hoc Comparison of Mean Values.

The significant dependent managerial competency variables which differed among the respondent groups were examined with the help of their mean values to identify which groups of entrepreneurs are endowed with these skills over the other groups. The corresponding mean values are presented in table VI.10.3

Table VI.10.3
Comparisons of Mean Values for the Significant Managerial Competency Variables

Dimensions of Managerial Competency	Community		Previous experience	
	Backward community	Other Community	Yes	No
Systematic planning	19.30	19.73	20.02	19.01
Persuasion	20.30	19.42	20.32	19.40
Technical knowledge	18.86	19.13	19.71	18.29

The mean values of significant managerial competency variables indicate that systematic planning, persuasion and technical knowledge are found to be higher among those respondents who had some previous experience when compared to those without any previous experiences. Persuasion is found to be higher among backward community

groups whereas other attributes namely systematic planning and technical knowledge are found to be higher among other community groups.

The overall analysis leads to the conclusion that previous experience is a matter of concern which has helped the sample respondents to be a systematic planner, a persuader, and a master in technical knowledge when compared to those who ventured in to their entrepreneurial career without any such experience. Systematic panning and technical knowledge were higher among other community respondents while backward community groups were better persuaders than their counter parts.

VI.11.1 Effect of Community and Nature of Previous Experience on Managerial Competency

In order to examine the effect of nature of previous experience of the respondents belonging to backward and other community groups on their combined managerial competency aspects, multivariate analysis was carried out. The test was conducted with relevant data and the results are presented in table VI.11.1.

Table VI.11.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.867	(8,142)=2.720	0.008**	0.133	0.925
Nature of Previous Occupation	0.710	(24,412)=2.158	0.001**	0.108	0.996
Community X Nature of Previous Occupation	0.004	(8,142)=2253.343	0.000**	0.992	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The multivariate results reveal that the mean values differ between the backward and other community entrepreneur groups on the combined managerial competency measures irrespective of the nature of their previous experience and the difference was significant at 1 percent level. Wilks' λ is 0.867, F =2.720, partial eta squared= 0.133 power= 0.925. Similarly nature of previous experience had main effect at 1 percent level of significance on the combined managerial competency aspects of the respondents irrespective of their communities. Wilks' λ is 0.710, F =2.158, partial eta squared= 0.108 power= 0.996.

Further analysis reveals an interaction effect of community of the entrepreneurs when it interacts with the nature of previous experience on the combined aspect of managerial competencies of the sample respondents. Wilks' $\lambda = 0.004$, $F = 2253.343$, $p < 0.01$, partial eta squared= 0.992 power= 1.000.

Therefore it is understood from the two-way MANOVA that respondents with previous experiences in different areas of operation between the community groups differ in their combined managerial competency in Chennai city.

VI.11.2. Results of the Univariate Analysis

Univariate ANOVA was conducted on all the dependent managerial competency variables in order to find out those attributes which differ among the respondent groups The univariate *F* test results are presented in table VI.11.2

Table VI.11.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Nature of Previous Experience							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	1.884	.172	.012	.276	1.814	.147	.035	.464	1.852	.122	.047	.552
Systematic planning	2.690	.103	.018	.371	3.546	.016*	.067	.777	3.440	.010*	.085	.847
Problem solving	3.409	.067	.022	.450	.305	.822	.006	.108	1.293	.275	.034	.397
Persuation	.959	.329	.006	.164	1.528	.210	.030	.397	1.358	.251	.035	.416
Goal setting & perseverance	6.767	.010*	.043	.734	1.393	.247	.027	.364	2.872	.025*	.072	.768
Communication ability	.608	.437	.004	.121	2.794	.042*	.053	.664	2.399	.053	.061	.680
Technical knowledge	4.499	.036*	.029	.559	4.379	.006**	.081	.865	4.228	.003**	.102	.919
Social skills	4.525	.035*	.029	.561	2.214	.089	.043	.552	2.810	.028*	.070	.757

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The examination of the *F* test results discloses that community has main effect on goal setting &perseverance, technical knowledge and social skills. Similarly the nature of previous experience also has univariate effect on three aspects namely, systematic planning, communication ability and technical knowledge. In addition to main effects, independent factors namely the nature of previous experience and community of the respondents interact with each other and found to have interaction effect on systematic planning, goal setting and perseverance , social skills, and technical knowledge.

The overall univariate *F* test results have shown that systematic planning, goal setting and perseverance, communication ability, technical knowledge and social skills to be differing significantly among the respondent groups.

VI.11.3 Tukey's HSD Test Results

As there are more than two respondent groups with different previous experiences, Tukey's HSD test was carried out to examine the mean values of the significant attributes to identify which group of entrepreneurs are credited with these attributes over the other groups. The mean values are presented in table VI.11.3.

Table VI.11.3
Comparisons of Mean Values of Significant Managerial Competency Attributes

Dimensions of Managerial Competency	Community		Nature of previous experience			
	Backward	Others	Employed	Self Employed	Business	Others
Systematic planning	19.37	20.05	20.22	20.80	19.76	18.64
Goal setting & perseverance	17.16	18.20	17.96	18.55	17.67	17.43
Technical knowledge	19.18	20.06	19.06	20.68	19.62	19.86
Social skills	18.43	19.20	18.59	19.57	18.69	19.07

The examination of mean values suggests that managerial competency variables namely systematic planning, goal setting and perseverance, technical knowledge and social skills are found to be higher among other community entrepreneurs with previous experience in self-employment when compared to those who had previous experience in other activities.

The overall results, therefore, suggests that managerial competencies are known to be higher among other community entrepreneurs who were self-employed prior to their entry in to the entrepreneurial career when compared to respondents with other experiences in Chennai.

VI.12.1 Effect of Community and Training in Entrepreneurship Development Programme on Managerial Competency

In order to examine whether managerial competencies differ among trained respondents in entrepreneurship development programmes when compared to untrained respondents between community groups, the relevant data was analyzed by using two-way MANOVA. The test results are reported in table V.12.1.

Table VI.12.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.878	(8,201)=3.476	0.001**	0.122	0.978
Training in EDP	0.910	(8,201)=2.480	0.014*	0.090	0.900
Community X Training in EDP	0.009	(8,201)=2776.710	0.000**	0.991	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The multivariate analysis reveals that the respondents between backward and other communities differed on the combined managerial competencies at 1 percent significant level irrespective of whether they were trained or otherwise in entrepreneurship development programme. Wilks' Lambda = 0.802, F = 3.476, partial eta squared=122 and power=0.978. Further the combined managerial competency also differs at 5 percent level of significance between the trained and untrained respondents in entrepreneurship development programmes irrespective of their communities. Wilks' λ =0.910, F =2.480, partial eta squared=0.090 and power=0.900.

The analysis also suggest that the combined managerial competency differs at 1 percent level of significance among the trained and untrained respondents between

backward and other community groups in Chennai. Wilk's lamda =0.009, *F*= 2776.710, partial eta squared=0.991 and power=1.000.

The multivariate analysis, therefore, suggests that the combined managerial competency is not the same and it differs at 1 percent and 5 percent levels of significance among the trained and untrained respondents between backward and other community groups.

VI.12.2 Results of Univariate Analysis

Univariate analysis were made on all the managerial competency variables in order to find out those attributes which differ individually among the respondent groups on account of the independent factors. The univariate *F* test results are presented in table VI.12.2

Table VI.12.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Training in EDP							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.450	.503	.002	.102	1.455	.229	.007	.225	.898	.409	.009	.204
Systematic planning	2.544	.112	.012	.355	3.718	.055	.018	.484	3.373	.036*	.031	.631
Problem solving	.523	.470	.003	.111	2.100	.149	.010	.303	1.395	.250	.013	.298
Persuasion	4.493	.035*	.021	.560	.794	.374	.004	.144	2.519	.083	.024	.501
Goal setting & perseverance	1.554	.214	.007	.237	1.487	.224	.007	.229	1.417	.245	.013	.302
Communication ability	.121	.729	.001	.064	.216	.643	.001	.075	.181	.835	.002	.078
Technical knowledge	2.116	.147	.010	.305	4.267	.040*	.020	.538	3.429	.034*	.032	.639
Social skills	2.309	.130	.011	.327	3.326	.070	.016	.443	2.629	.075	.025	.519

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

It is understood from the analysis that managerial competency attribute namely persuasion differed at 5 percent level of significance between the community group entrepreneurs irrespective of their training status in entrepreneurship development programme when compared to other attributes. Similarly technical knowledge differed

at 5 percent level of significance between trained and un- trained respondents in entrepreneurship development programme irrespective of their communities.

Beside main effects, the univariate results suggest that there was also an interaction effect at 5 percent level of significance on systematic planning and technical knowledge when the independent factors interact with each other on the dependent managerial competency aspects.

Therefore the univariate analysis suggests that managerial competency attributes namely systematic planning, persuasion and technical knowledge are found to be differing significantly among sample respondent groups in the study area.

VI. 12.3 Post-hoc test results

Further, the mean values of the significant dependent managerial competency variables, were examined to specify the particular group of entrepreneurs who differed from the other groups in terms of their managerial competency attributes. The table VI. 12.3 shows the mean values of the three significant dependent variables.

Table VI.12.3
Comparisons of Mean Values for the Significant Dependent Variables

Dimensions of Managerial Competency	Community		Training in EDP	
	Backward community	Other Community	Yes	No
Systematic planning	19.22	19.79	19.11	19.90
Persuasion	20.31	19.59	19.78	20.13
Technical knowledge	18.82	19.31	18.67	19.47

Source : Primary Data

Comparison of mean values for the significant managerial competency variables suggests that respondents without any training in entrepreneurship development programme are able show a higher managerial competency in terms of systematic planning, persuasion and technical knowledge when compared to those who underwent training in entrepreneurship development programmes. Among these three managerial skills, backward community respondents are able to show moderately better persuasion skills and in other aspects namely systematic planning and technical knowledge, other community respondents are able to do well.

VI.13.1. Effect of Community and the presence of family members or friend in business on Managerial Competency

In order to examine whether the mean values differ among respondents who have their family members or friends engaged in some business activities or otherwise, between backward and other community entrepreneurs, on a *linear combinations* of the dependent managerial competency variables, multivariate analysis was carried out. The test results are presented in tables VI.13.1.

Tables VI.13.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.890	(8,201)=3.093	0.003**	0.110	0.960
Family members or friends in business	0.925	(8,201)=2.036	0.044*	0.075	0.820
Community X Family members or friends in business	0.007	(8,201)=3623.112	0.000**	0.993	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The multivariate analysis reveals that the combined managerial competency differs at 1 percent significant level between backward and other community respondent groups irrespective of the fact whether they have any of their family members or friends engaged in business activities or otherwise. Wilks' Lambda = 0.890, F =3.093, partial eta squared=0.110 and power=0.960.

Similarly the mean values also differed at 5 percent significant level between those respondents who have any of their family members or friends in business activities and those without such family members and friends engaged in business activities irrespective of their communities. Wilks' Lambda = 0.925, F =2.036, partial eta squared=0.044 and power=0.820.

The multivariate results indicate that there is an interaction effect between the two independent factors at 1 percent level of significance on the combined managerial competency of the respondents. Wilks' Lambda = 0.007, F = 3623.112, partial eta squared=0.993 and power=1.000.

The multivariate analysis therefore, suggests that the combined managerial competency differs significantly among the respondents who have any of their family members or friends in business activities and those without such family members and friends engaged in business activities between backward and other community groups in the study area in Chennai.

VI.13.2 Results of Univariate Analysis

Univariate analyses were conducted on each one of the dependent managerial competency variable to identify the specific dependent variables that contributed to the significant difference among the entrepreneurs groups. The relevant data was analysed and the test results are given in table VI.13.2

Table VI.13.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Family members or friend in business							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.119	.730	.001	.064	.566	.453	.003	.116	.453	.637	.004	.123
Systematic planning	1.025	.313	.005	.172	5.427	.021*	.025	.640	4.240	.016*	.039	.738
Problem solving	1.003	.318	.005	.169	.533	.466	.003	.112	.609	.545	.006	.151
Persuation	5.930	.016*	.028	.679	2.522	.114	.012	.353	3.401	.035*	.032	.635
Goal setting & perseverance	1.068	.303	.005	.177	.071	.790	.000	.058	.705	.495	.007	.168
Communication ability	.003	.953	.000	.050	1.180	.279	.006	.191	.663	.516	.006	.161
Technical knowledge	1.546	.215	.007	.236	1.022	.313	.005	.172	1.786	.170	.017	.371
Social skills	.945	.332	.005	.162	1.557	.213	.007	.237	1.737	.179	.016	.362

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The examination of univariate results indicate that community has main effect on the persuasion skill at 5 percent level of significance irrespective of the fact whether their family members or friend are engaged in business activities or otherwise.

In the same way, the results further indicate that the other independent factor namely whether the family members or friend are engaged in business activities or not has main effect at 5 percent level of significance on systematic planning irrespective of their community factors. In addition to main effects, there is also an interaction effect at 5

percent level of significance on two managerial competency attributes namely systematic planning and persuasion.

Therefore univariate analysis suggests that systematic planning and persuasion differ significantly among the respondent groups.

V 13.3 Post-hoc Comparison of Mean Values.

Further, the mean values of the significant variables are compared to specify the particular group of entrepreneurs who differed from the other groups in their managerial competencies. The table VI. 13.3 shows the mean values of the two dependent variables.

Table VI.13.3
Comparisons of Mean Values for the Significant Dependent Variables

Dimensions of Managerial Competency	Community		Family members or friends in business	
	Backward community	Other Community	Yes	No
Systematic planning	19.43	19.81	20.06	19.18
Persuation	20.41	19.55	20.26	19.70

Source : Primary Data

The examination of the mean values suggest that those respondents who had their family members or friends engaged in some other business activities are found to have systematic planning and persuasion skill when compared to others. At the same time backward community respondents are moderately better in systematic planning while other community entrepreneurs have higher persuasion skills when compared to other managerial competency attributes.

The overall analysis leads to the conclusion that the entrepreneurs whose family members or friends engaged in some business activities are found to be endowed with moderately better managerial competency attributes in terms of their systematic planning and persuasion skills when compared to other variables and systematic planning is found to be higher among other communities while backward community respondents are able to persuade for things better than other communities.

VI.14.1 Effect of Community and Support from family members or friends in business

Multivariate analysis was carried out to examine whether managerial competency differs among the respondents who are supported or otherwise by their family members or friends engaged in business activities between communities. The two-way MANOVA results are presented in table VI.14.1.

Table VI.14.1
Summary of Effects of MANOVA

Independent Variable	Wilks' Lambda	F Value	P Value	Partial Eta Squared	Observed Power
Community	0.877	(8,201)=3.529	0.001**	0.123	0.980
Support from family members or friends in business	0.986	(8,201)=0.345	0.947	0.014	0.164
Community X Support from family members or friends in business	0.007	(8,201)=3712.388	0.000**	0.993	1.000

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The multivariate analysis shows that managerial competency differs at 1 percent level of significance between the entrepreneurs belonging to the backward and other communities irrespective of the fact whether they are supported or otherwise by their family members or friends in businesses. Wilks' Lambda = 0.877, F =3.529, partial eta squared = 0.123, power=0.980. But the availability of support or otherwise from the family members or friends do not have any effect on the managerial competencies in the absence of their community factors.

Further analysis reveals that the two independent factors have an interaction effect at 1 percent level of significance on the managerial competency of the respondents when they interact with each other. Wilks' Lambda= 0.007, F=3712.388, partial (η^2_p) = 0.993 and an power=1.000.

Therefore the multivariate analysis suggests that the combined managerial competency differs among the respondents either supported or nor by their family members or friends between backward and other community groups.

VI.14.2 Results of Univariate Analysis

In order to find out the effect of the independent factor on each of the dependent managerial competency variables, univariate test was conducted. The univariate F test results are presented in table VI.14.2

Table VI.14.2
Univariate Analysis on Dependent Managerial Competency Variables

Dimensions of Managerial Competency	Main Effects								Interaction Effects			
	Community				Support from family members or friend in business							
	F	P	Eta	Power	F	P	Eta	Power	F	P	Eta	Power
Information seeking	.308	.580	.001	.086	.070	.791	.000	.058	.205	.815	.002	.082
Systematic planning	2.874	.091	.014	.393	.054	.816	.000	.056	1.515	.222	.014	.320
Problem solving	.723	.396	.003	.135	.083	.773	.000	.059	.384	.682	.004	.111
Persuation	4.166	.043*	.020	.529	.004	.947	.000	.051	2.117	.123	.020	.431
Goal setting & perseverance	1.368	.244	.007	.214	.036	.851	.000	.054	.687	.504	.007	.165
Communication ability	.169	.682	.001	.069	.101	.750	.000	.062	.124	.884	.001	.069
Technical knowledge	2.647	.105	.013	.367	.183	.669	.001	.071	1.362	.258	.013	.291
Social skills	2.259	.134	.011	.322	1.741	.188	.008	.260	1.830	.163	.017	.379

Source : Primary Data : **Denotes significant at 1% level : *Denotes significant at 5% level

The examination of the results indicate that only persuasion differs at 5 percent level of significance individually between the community group entrepreneurs irrespective of the fact whether they are supported or otherwise by their family members or friends

As against the univariate effect for community, the other independent factor namely support from family members or friends in business do not find either a main effect or an interaction effect with community factor on any of the dependent managerial competency variables.

Therefore univariate analysis suggests that managerial competency attribute namely persuasion alone is found differ significantly among the entrepreneurs either supported or otherwise by their family members or friends between backward and other community groups.

VI 14.3 Post-hoc test results

In order to specify the particular group of entrepreneurs who differ from the other groups in terms of their persuasion skills, mean values are compared and the results are given in table VI.14.3.

Table VI.14.3
Comparisons of Mean values for the Significant Dependent Variables

Dimensions of Managerial Competency	Community		Support from family members or friend in business	
	Backward community	Other Community	Yes	No
Persuation	20.39	19.70	20.03	20.05

Source : Primary Data

The mean values suggest that backward community respondents are able to persuade people for their business interests better than other community respondents irrespective of the fact whether they are supported or otherwise by their family members or friend in business operations.

Therefore the overall analysis concludes that irrespective of any supports from the family members or friends, backward community respondents are able to persuade their business obligations better than the other community respondents in Chennai city.

CONCLUSION

The overall analysis suggested that managerial competencies between the backward and other community entrepreneurs differed significantly failing to confirm the null hypothesis and therefore it leads to the acceptance of the alternative hypothesis to concludes that there is a difference in the managerial competency among the entrepreneurs of different social groups. The post-hoc analyses had found that other community

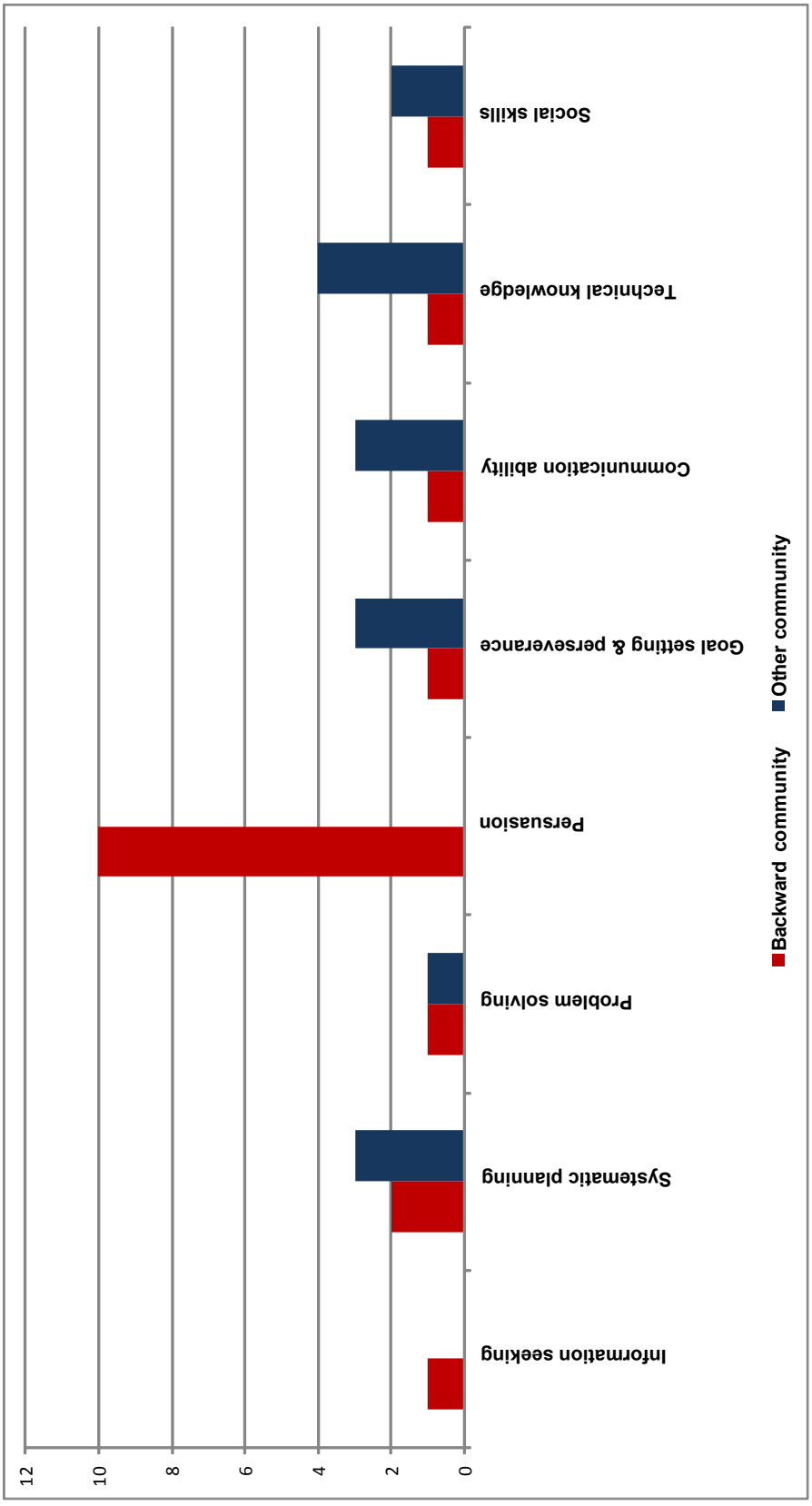
entrepreneurs have better managerial competencies on four variables namely systematic planning, goal setting and perseverance, communication ability and technical knowledge when compared to backward community entrepreneurs who were found to be better in persuasion skills. Therefore the analysis concludes that managerial competencies were found to be endowed with other community entrepreneurs.

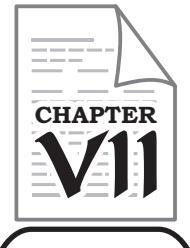
Table VI.15.1
Nature of Managerial Competency among Community Entrepreneurs

	t-test		MANOVA One-way		Age		Religious		Marital Status		Family Pattern		Nature of Education		Level of Education		Nature of Origin		Previous Experience		Nature of Previous Experience		Training in EDP		Family Friends in Business		Support from Family members Friends in Business		TOTAL FREQUENCY	
Community	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC
Information seeking													H																1	0
Systematic planning								H											H		H		H						2	3
Problem solving															H	H													1	1
Persuasion			H		H						H		H		H		H				H		H		H		H		10	0
Goal setting & perseverance						H									H	H				H									1	3
Communication ability								H			H	H								H									1	3
Technical knowledge								H						H					H	H	H								1	4
Social skills													H	H	H	H				H									1	2
TOTAL FREQUENCY	8	0	9	0	8	2	10	12	8	1	8	1	14	1	13	3	8	0	15	2	3	6	12	0	9	0	10	0		

Note: **'H' indicates High competency 'BC' indicates Backward Community 'OC' indicates Other Community**

Figure VI.15.1
Nature of Managerial Competency among Entrepreneurs





SUMMARY, FINDINGS AND CONCLUSION

Summary of demographic profile

Summary of profile of the study units

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CHAPTER VII

SUMMARY, FINDINGS AND CONCLUSION

SUMMARY

This chapter attempts to summarise the whole study and identify the major findings which have emanated from the study and finally suggest remedial measures to the policy framers based upon the findings if any. The study is carried out in the following manner: The first part of the analysis is concerned with the demographic characteristics of the sample entrepreneurs in Chennai city and followed by this a brief description about the nature of their enterprises was made. The next part of the analysis focuses on the main theme of this research namely entrepreneurial competency of the sample respondents. This analysis was basically divided in to three domains of entrepreneurial competencies namely attitudinal, behavioral and managerial competencies of the entrepreneurs. The analysis and interpretation of the study are summarized as follow:

1. The analysis pertaining to the gender of the respondents shows that there were as many as 204 male respondents representing 96.70 percent as against only 7 female respondents representing 3.30 percent of the total sample entrepreneurs. Between community groups, other community male respondents formed the larger group than backward community male entrepreneurs.

2. The age wise analysis revealed that the age groups between 31-40 were the highest participants in business activities and further the result shows that respondents prefer an active participation in entrepreneurial activities only up to 50 years of age and withdraw slowly as they become aged.

3. Majority of the respondents were Hindus, followed by Muslims and Christians in the study area in Chennai city. It was also found that backward and other community Hindu entrepreneurs were out numbering the Muslim and Christian entrepreneurs in the study.

4. Most of the respondents were married and they formed the larger group of the sample respondents both from backward and other communities almost with an equal ratio.

5. The analysis in connection with the nature of family shows that majority of the backward community entrepreneurs were living under the nuclear family set up when compared to the entrepreneurs of other communities.

6. When the respondents were analysed on the basis of their educational qualification, the study showed that non-technically qualified respondents formed the larger group and they accounted for 69.70 percent of the total sample. Equal ratio of backward and other community entrepreneurs were doing their business with non–technical educational qualification.

7. The analysis on the levels of educational qualification showed that secondary / higher secondary or diploma level education was predominantly found among the respondents of both the community groups. This analysis may lead to the suggestion that the lower educational qualification may be one of the push factors in motivating the respondents to venture in to the entrepreneurial career.

8. The nativity analysis revealed that a moderately higher percent of backward community respondents have migrated to Chennai for business purposes when compared to other communities. However most of the respondents in the backward and other community groups are sons of the soil and doing businesses in their home town.

9. When the previous experiences of the respondents were analysed, the result showed that a maximum number of both the community group respondents had some experience prior to their entry in to the present business and therefore this may also be one of the strong motivating factors for their entry in to business activities.

10. The analysis pertaining to the nature of previous experience showed that the other community respondents had previous experiences mostly in employment followed by self employment, other business activities and other work experiences. While

most of the backward community entrepreneurs had previous experiences in business activities, self employment, employment and other work experiences.

11. The analysis pertaining to entrepreneurship training (EDP) among the respondents revealed that most of the respondents of both the community groups had not undergone such training. However those who attended such training programme were moderately higher among backward communities than other community groups.

12. When the family members and friends engaged in business activities were analysed, it showed that most of the other community respondents have their family members or friends engaged in some business activities as against a large number of backward community respondents without having such members in business activities. The result further reveals that moderately higher number of backward community respondents were the first generation entrepreneurs.

13. The analysis attempted to find out whether there were supports from such family members or friends in business activities or not revealed that more number of backward community entrepreneurs did not get any such support when compared to other community respondents.

PROFILE OF THE STUDY UNITS

1. Sample respondents of both backward and other community entrepreneurs were found to have engaged almost in an equal size in manufacturing and trading or service activities during the period of the study.

2. Most of the respondents in both community groups run their units in sole-proprietorship forms and some of them were partnership firms. Only a negligible number of respondents were share holders of private limited companies.

3. The self started enterprises were found to be more among the backward community entrepreneurs when compared to other communities. Contrary to this, inherited unites and enterprises purchased by the respondents were found to be more among other community entrepreneurs than the backward community entrepreneurs.

4. Most of the backward and other community respondents have been running their enterprises under small scale enterprises followed by tiny units during the period of study. Moderately more number of other community respondents have been running small scale units as against more number of backward community respondents running tiny units in Chennai city.

5. Most of the business units were carried on in rented or lease hold premises and it was found to be more among backward community entrepreneurs when compared to other community entrepreneurs. Similarly business units carried on at home were also more among backward communities than others. Contrary to this, business units run in own buildings were found to be more among other community entrepreneurs than the backward community enterprises.

SUMMARY OF ATTITUDINAL, BEHAVIORAL AND MANAGERIAL COMPETENCY ANALYSIS

1. The independent t test conducted to find out the relationship between the community groups in respect of their entrepreneurial competency, the attitudinal competency results have shown that attitudinal competency differs between the two community group entrepreneurs. Self-confidence, self-esteem, and locus of control were the contributing dependent factors for the significant difference between these community groups.

   Similarly behavioral competency also differs between the two community groups. Five behavioral competency variables namely, initiative, persistence, need for achievement, drive and energy and innovation were found to vary at 1 percent level of significance when compared to other aspects. The examination of the attitudinal and behavioral competency analysis shows that these attributes were found to be higher among backward community entrepreneurs when compared to other community entrepreneurs.

   But contrary to the attitudinal and behavioral competency results, the t test conducted to the managerial competency attributes showed that they did not differ and they

were found to be similar among the entrepreneurs belonging to backward and other community entrepreneurs.

2. When the One-way MANOVA was conducted to find out the effect of community on the entrepreneurial competency of the entrepreneurs, the analysis revealed that the attitudinal, behavioral and managerial competencies differed between the two group of entrepreneurs in the two community groups. The dependent attitudinal competency attributes namely self confidence, self-esteem, tolerance for ambiguity and locus of control, the behavioral competency attributes namely persistence, need for achievement, drive and energy and innovation and the managerial competency attribute like persuasion are found to have contributed to the overall difference between these community groups and the backward community entrepreneurs were found to have these attributes more than the other community group entrepreneurs.

3. When the effect of demographic factors like community and age on the entrepreneurial competency were analyzed, it showed that the attitudinal, behavioral, and managerial competencies differ among the different age group respondents between backward and other community entrepreneurs.

   The age wise analysis showed a mixed response among the sample respondents. Significant behavioral competencies namely initiative, persistence, need for achievement, drive and energy, and innovation were almost found to be higher among the respondents up to 30 years age. Attitudinal competencies like self-esteem and concern for high quality were also found to be higher among this young. But this young group is found to be weak in their managerial competencies. Compared to the other groups, the respondents above 50 years of age have better attitudinal, behavioral and managerial competencies.

   Most of the attitudinal, behavioral and managerial competency attribute, which discriminated between entrepreneurs, were found to be higher among backward community entrepreneurs. The other community entrepreneurs had more assertiveness, goal setting and perseverance competencies.

4. The analysis in respect of the effect of community and religion on attitudinal, behavioral and managerial competencies revealed that the religious factor had an interaction effect with community and it was found that the combined attitudinal, behavioral and managerial competencies differ among the different religious group and between communities. The ANOVA result on dependent variables have shown that attitudinal competency attributes like self confidence, self-esteem, tolerance for ambiguity and locus of control, behavioral competency variables like initiative, persistence, need for achievement, drive and energy, creativity, innovation, and risk-taking and managerial competency attributes like systematic planning, communication ability and technical knowledge differ among respondents with different religious affiliations between community groups.

   The analysis further revealed that Christian entrepreneurs have shown a higher tolerance for ambiguity when compared to other religious groups. However the other attitudinal competency variables were found to be higher among Hindus, followed by Muslim and Christian entrepreneurs. In respect of behavioral competency, backward community Hindu and other community Muslim entrepreneurs possess higher behavioral competencies than Christian respondents in the study area. As far as managerial competencies were concerned, Christian entrepreneurs of other community groups have revealed higher managerial competency when compared to other respondent groups.

5. When the effect of community and marital status on entrepreneurial competency was analyzed, it was seen that the community had main and interaction effects with marital status of the respondents and it has led to attitudinal, behavioral and managerial competencies to differ among the married and unmarried respondents between backward and other community entrepreneurs in the study area. Further the dependent attitudinal competency variables like self-confidence, self-esteem, tolerance for ambiguity, and locus of control, behavioral competency variables like initiative, persistence, need for achievement, drive and energy, innovation

and creativity and managerial competency variable like persuasion were found to be the contributing factors for the significant difference among the married and unmarried entrepreneurs between backward and other community entrepreneurs.

Between married and unmarried respondent groups, self-confidence, initiative, persistence, need for achievement, drive and energy and innovation were found to be higher among unmarried respondents while married entrepreneurs have shown better attitudinal and behavioral attributes in terms of their self-esteem, and creativity. At the same time marital status did not differentiate the respondents in terms of their managerial competencies. All these attributes were found to be higher among backward community respondents and creativity was found to be higher among other community entrepreneurs.

6. The analysis made to find out the effect of community and nature of family on entrepreneurial competencies showed that the combined mean values differ significantly on the linear combinations of multiple attitudinal, behavioral and managerial competency attributes among the entrepreneurs living in both joint and nuclear family systems between backward and other community entrepreneurs. The following attitudinal competency variables like self-confidence ,self-esteem, concern for high quality, performance and locus of control, behavioral competency variables like initiative, persistence, need for achievement, drive and energy and innovation and managerial competency variables like persuasion and communication skills were found to have contributed to the difference in the overall mean values between backward and other community group entrepreneurs either living in joint or nuclear families.

   The analysis point out that those respondents who live in joint family system are found to be better in terms entrepreneurial competency attributes like dealing with failure, performance, initiative, persistence and persuasive skills. Whereas with reference to need for achievement, innovation and communication skills, they were found to be the driving force for those respondents who live in nuclear family set ups.

It was noted further that all these attributes were higher among backward community entrepreneurs, whereas communication skills were found to be higher among other community entrepreneurs.

7. When the effect of community and nature of education was analysed by using the MANOVA, it revealed that technically and non-technically qualified entrepreneurial groups between communities differed in ther entrepreneurial competencies. The post –hoc test results revealed that attitudinal competency variables like self-confidence, self-esteem, dealing with failure, tolerance for ambiguity, performance and locus of control, behavioral competency variables like initiative, persistence, need for achievement, risk-taking ,drive and energy, and innovation and managerial competency variables like information seeking, technical knowledge and persuasion skills were found to have made significant difference in their mean values among technically and non-technically qualified entrepreneurs between backward and other community entrepreneurs.

   It has also revealed that all significant attitudinal, behavioral and managerial competency attributes were found to be higher among non–technically qualified backward community entrepreneurs. Whereas technical knowledge which was found to be higher among technically qualified other community respondents.

8. The effect of community and educational qualification on the entrepreneurial competency of the respondents was analyzed, attitudinal, behavioral and managerial competencies differ among the sample entrepreneurs with different educational qualifications between the communities in the study area. The results of the univariate analysis aimed to study as to how much of the dependent entrepreneurial competency variables corresponds to the multivariate effects, showed that attitudinal competency variables like self-confidence, self-esteem, tolerance for ambiguity and locus of control, behavioral competency variables like initiative, persistence, need for achievement, drive and energy and innovation and managerial competency attributes like problem solving, persuasion, goal setting

&perseverance and social skills differed among the respondents with different educational qualifications between backward and other community entrepreneurs.

The analysis further shows that attitudinal, behavioral and managerial competencies were largely found to be higher among graduate entrepreneurs when compared to the entrepreneurs with only school and diploma level educational qualifications. Respondents with school education are known to have higher internal locus of control while diploma holders have better problem solving skills than the graduate entrepreneurs. Further, the backward community entrepreneurs were found to have higher attitudinal and behavioral competencies over other the community entrepreneurs. While managerial competencies were higher among other community groups when educational qualification interacts with the community of the respondents, persuasive skill were found to be higher among the backward community group of entrepreneurs in similar situation.

9. When the effect of community and nativity on attitudinal, behavioral and managerial competencies was analysed by using MANOVA, the analysis showed that there was a difference in the combined attitudinal, behavioral and managerial competencies among the native and migrant entrepreneurs between the backward and other community group entrepreneurs. The post-hoc test results also indicated that the attitudinal competency variables like self-confidence, self-esteem, tolerance for ambiguity and locus of control, behavioral competency attributes like persistence, drive and energy need for achievement and innovation and only one managerial competency variable like persuasion were found to be different between community group entrepreneurs irrespective of their nativity when compared to other attributes.

The analysis further showed that there was a mixed response between native and migrant entrepreneurs. Migrant entrepreneurs were reported to have shown higher self-confidence, locus of control, need for achievement, innovation and persuasion skills, while natives have exhibited higher self-esteem, persistence and drive and

energy. Further when the nativity interacts with community, these entrepreneurial competency variables were found to be higher only among backward community respondents than the other community entrepreneurs.

10. When the effect of community and previous experience on entrepreneurial competencies was analysed by using multivariate analysis, it showed that the corresponding mean values of attitudinal, behavioral and managerial competencies differ among experienced and inexperienced entrepreneurs between backward and other community entrepreneurs. All the attitudinal competency variables (except performance), behavioral competency variables like seizing and acting upon opportunities, persistence, assertiveness, need for achievement, risk-taking, drive and energy, initiative and innovation and managerial competency variables like systematic planning, persuasion and technical knowledge have shown difference between the experienced and inexperienced entrepreneurs and between the community groups.

    It further revealed that all significant attitudinal competency variables (except locus of control), all behavioral competency variables (except innovation) and all managerial competency attributes are found to be higher among experienced entrepreneurs when compared to the inexperienced entrepreneurs. While locus of control and innovative qualities were higher among entrepreneurs who ventured in to their business without any experience. All significant attitudinal and behavioral competency attributes and persuasion were found to be higher among backward community entrepreneurs. While other community entrepreneurs were endowed with systematic planning and higher technical knowledge.

11. When the multivariate analysis was used to find out the effect of community and nature of previous experience on entrepreneurial competencies of the entrepreneurs, the analysis indicated that the entrepreneurial competencies differ significantly between the community groups. The post –hoc analysis also showed that the attitudinal competency variables namely self-confidence, self-esteem and locus of

control, behavioral competency variables namely need for achievement, risk-taking, persistence, drive and energy, and creativity and managerial competency variables namely systematic planning, goal setting and perseverance, communication ability, technical knowledge and social skills have differed among the respondents with previous experiences in different areas of operation between community groups.

It further revealed that respondents with previous experiences either in self-employment, business or other activities were found to have higher, attitudinal, behavioral and managerial competencies than those who were employed. All significant attitudinal, behavioral attributes, except creativity were found to be higher among backward community groups, while creativity and all managerial competency attributes were found to be higher among other community groups in Chennai.

12. When the effect of community and training in Entrepreneurship Development Programme on entrepreneurial competency was analysed, it showed that the combined attitudinal, behavioral and managerial competencies differ among the trained and untrained entrepreneurs between the backward and other community groups.

    The univariate analysis conducted to find out which competency variables have contributed to the significant difference indicated that attitudinal competency variables like self-confidence, self-esteem, tolerance for ambiguity and locus of control and behavioral competency variables like persistence, need for achievement, drive and energy and innovation and initiative and managerial competency variables like systematic planning, persuasion and technical knowledge were found to be contributing to the difference among the respondents groups. The analysis further showed that all the significant attitudinal, behavioral and managerial competency variables were found to be higher among backward community entrepreneurs who had no training in EDP. The competency namely locus of control was found to be higher among those respondents who underwent training in entrepreneurship development programme.

13. When the effect of community and the presence of family members or friends in business activities on entrepreneurial competency was analysed by using the MANOVA, the analysis indicated that combined attitudinal, behavioral and managerial competencies differ significantly among the respondent groups. The ANOVA on each dependent variable indicated that attitudinal competency variables like self confidence, self esteem and locus of control behavioral competency variables like initiative, persistence, need for achievement, and drive and energy and managerial competency variables like systematic planning and persuasion differ significantly among the respondent groups.

    It also revealed that backward community entrepreneurs whose family members or friends engaged in some business activities were found to be endowed with all significant attitudinal, behavioral and managerial competency attributes when compared to those respondents whose family members or friends were not engaged in any business activities within the backward and other community groups.

14. When the analysis was made to find out the effect of community and support from family members or friends engaged in business activities on entrepreneurial competencies, the analysis showed that the attitudinal, behavioral and managerial competencies differed among the respondents who were either supported or not by their family members or friends between backward and other community groups.

    The univariate analysis further indicated that the following dependent attitudinal competency variables namely self confidence, self-esteem, tolerance for ambiguity and locus of control, behavioral competency variables namely persistence, drive and energy, need for achievement, initiative and innovation and managerial competency variables namely persuasion have differed among the respondent groups.

    The overall analysis showed a mixed result that attitudinal competency attributes were found to be higher among those who did not get any support from their family members or friends engaged in business activities than those who were supported,

while behavioral competency attribute namely persistence is moderately higher among those who were supported by their family members or friends engaged in business activities but managerial competency attributes did not differ between respondents irrespective of the fact that whether they were supported or not by their family members or friends engaged in business activities. However it is understood that all the significant entrepreneurial competency variables were found to be higher among backward community groups when compared to other communities.

FINDINGS

FINDINGS ON THE DEMOGRAPHIC CHARACTERISTICS OF THE ENTREPRENEURS AND THE NATURE OF ENTERPRISES

From the foregoing analyses, the following major findings were emanate.

1. The bivariate analysis showed that male entrepreneurs were out numbering their female counterparts in the study area.

2. Most of the entrepreneurs were in the age group of 31-40 years. The entrepreneurs in the study area have an active participation in business activities up to 50 years and slowly the participation falls as they become aged.

3. Hindu entrepreneurs have formed the single largest group followed by Muslims and Christians in the study area.

4. Most of the sample respondents were married both in backward and other community groups.

5. Majority of the backward community entrepreneurs were living under nuclear family set up when compared to other community groups.

6. Non-technically qualified entrepreneurs formed the major group. The backward and other community entrepreneurs were doing their business activities almost in an equal proportion without any technical education in the study area.

7. Most of the respondents in both the community groups had educational qualification only up to either 10th Std. or +2 or diploma levels. This may be one of the push factors for their entry in to the entrepreneurial career in the study area.

8. Moderately higher percent of backward community entrepreneurs had migrated to Chennai for their business purposes when compared to other community entrepreneurs.

In other words most of the other community respondents were the sons of the soil and doing businesses in their home towns.

9. Most of the respondents of both the community groups had some previous experience before their entry in to the present business. This may also be one of the motivating factors for their entry in to business activities.

10. Most of the backward community entrepreneurs had previous experiences in business activities or had experience in self employment and in employment. Contrary to this, other community entrepreneurs had their experiences in employment, or self-employed in business activities in the study area.

11. Large numbers of entrepreneurs were not trained in any EDP programmes. However among those who had attended such training programme, a moderately higher number was from the backward community entrepreneur when compared to other community groups.

12. Moderately a higher number of backward community respondents were found to be first generation entrepreneurs without any of their family members are friends engaged in any business activities.

13. Most of the backward community entrepreneurs had not taken any such support from their family members or friends engaged in any business activities, when compared to other community respondents.

14. The entrepreneurs in the study were found to be engaged almost in an equal propotion in both manufacturing and trading or service activities during the period of the study.

15. Most of the respondents in both community groups were running their units in sole-proprietorship forms and some of them were in partnership firms. Only a number of respondents were found to be share holders of private limited companies.

16. There were more number of self started enterprises among backward community entrepreneurs when compared to other community entrepreneurs. Contrary to this, more number of other community entrepreneurs had either inherited or purchased their business units in the study area.

17. Moderately a higher number of other community respondents were running small scale units as against more number of backward community respondents running tiny units in the study area.

18. Similarly business units carried on at home were more among backward community entrepreneurs when compared to other community entrepreneurs. Contrary to this, business units run in own buildings were found to be more among other community entrepreneurs than backward community groups

FINDINGS OF ATTITUDINAL, BEHAVIORAL AND MANAGERIAL COMPETENCY ANALYSIS

The major findings on the entrepreneurial competencies among the backward and other community group entrepreneurs.

1. The backward community entrepreneurs have shown higher attitudinal and behavioral competencies in eight attributes namely, self-confidence, self-esteem, locus of control, initiative, persistence, need for achievement, drive and energy and innovation when compared to other community groups. The community factor did not differentiate entrepreneurs in their managerial competencies.

2. As per the one-way MANOVA analysis, the entrepreneurial competencies like self confidence, self-esteem, tolerance for ambiguity, locus of control, persistence, need for achievement, drive and energy, innovation and persuasion qualities were found to be higher among backward community entrepreneurs in all the three domains analysed.

3. When entrepreneurial competencies were analyzed among different age group

respondents, the young entrepreneurs (up to 30 years of age) have shown higher self-esteem, concern for high quality, initiative, persistence, need for achievement, drive and energy, and innovation competencies. While senior respondents above 50 years were also found to have higher self-esteem, concern for high quality and persuasion skills. But surprisingly, middle aged entrepreneurs (between 30-50 years) did not show any difference in their competencies. All these competencies were found to be higher among backward community groups. The qualities like assertiveness, goal setting and perseverance were higher among other community entrepreneurs.

4. The entrepreneurial competencies like self confidence, self-esteem, and locus of control, need for achievement, innovation, and risk-taking were higher among Hindu entrepreneurs. The Muslim entrepreneurs had more self-esteem, need for achievement, innovation, and risk-taking, creativity, drive and energy, persistence and Christian entrepreneurs had higher tolerance for ambiguity, initiative systematic planning, communication ability and technical knowledge. Between the community groups backward community entrepreneurs had more self confidence, self-esteem, locus of control, tolerance for ambiguity, initiative, persistence, need for achievement, drive and energy, innovation, and risk-taking competencies and the other community entrepreneurs were having more creativity, systematic planning, communication ability and technical knowledge.

5. The married backward community entrepreneurs have better attitudinal and behavioral competencies in terms of their self-esteem, and creativity. Whereas the un-married backward community entrepreneurs have more self-confidence, initiative, persistence, need for achievements, drive and energy and innovation. Creativity was found to be higher among other community married entrepreneurs.

6. The backward community entrepreneurs who live in joint families were found to be better in dealing with failure apart from showing higher attitudinal and behavioral skills like performance, initiative, persistence and persuasive skills. It is also found that those who live in nuclear families were found to have motivated by their communication skills in addition to have strong urge for achievement needs and innovation. Other

community entrepreneurs showed better communication skills.

7. The non- technically qualified backward community entrepreneurs were found to have more of attitudinal, behavioral and managerial competency attributes except technical knowledge. The technical knowledge was higher among technically qualified other community entrepreneurs.

8. The backward community graduate entrepreneurs were found to have higher entrepreneurial competencies in self-confidence, self-esteem, tolerance for ambiguity and, initiative, persistence, need for achievement, drive and energy, innovation, persuasion, goal setting &perseverance and social skills. The entrepreneurs who had educational qualification up to 10^{th} standard were found to be more of internals believing in their self in all their endeavors. While diploma holding entrepreneurs were found to have higher problem solving skills compared to other qualification holders. The entrepreneurial competencies in terms of problem solving, goal setting &perseverance and social skills were found to be higher among other community entrepreneurs.

9. The backward community migrant entrepreneurs were found to have higher entrepreneurial competencies in self-confidence, locus of control, need for achievement, innovation and persuasion skills when compared to backward community native entrepreneurs. The son of the soil backward entrepreneurs were found to have more self-esteem, persistence and drive and energy in their entrepreneurial career.

10. The previous experience among the community respondents have led to higher attitudinal and behavioral competencies among the experienced backward community entrepreneurs except the locus of control and innovation when compared to their experienced counterpart who had higher locus of control and innovation competencies. Other community respondents were found to have more systematic planning and higher technical knowledge.

11. The backward community entrepreneurs who had previous experiences in self-employment and businesses were found to have more attitudinal and behavioral competencies like self-confidence, self-esteem, locus of control, need for achievement, risk-taking, persistence, and drive and energy. Whereas other community entrepreneurs with previous experiences in self-employment and businesses were found to be more creative and have more managerial competencies like systematic planning, goal setting and perseverance, communication ability, technical knowledge and social skills. It was also found that entrepreneurial competencies were not found to be higher among any of the entrepreneurs groups who had previous experiences in employment.

12. The backward community entrepreneurs who had not attended any EDP training were found to have more entrepreneurial competencies like self-confidence, self-esteem, tolerance for ambiguity, persistence, need for achievement, drive and energy, innovation, initiative, systematic planning, persuasion and technical knowledge. It was found that locus of control was higher among backward community entrepreneurs who had attended some EDP training.

13. The backward community respondents who had some of their family members or friends engaged in business activities were found to have more entrepreneurial competencies like self confidence, self esteem and locus of control initiative, persistence, need for achievement, and drive and energy, systematic planning and persuasion when compared to their counterparts without any such member in business or other community entrepreneurs.

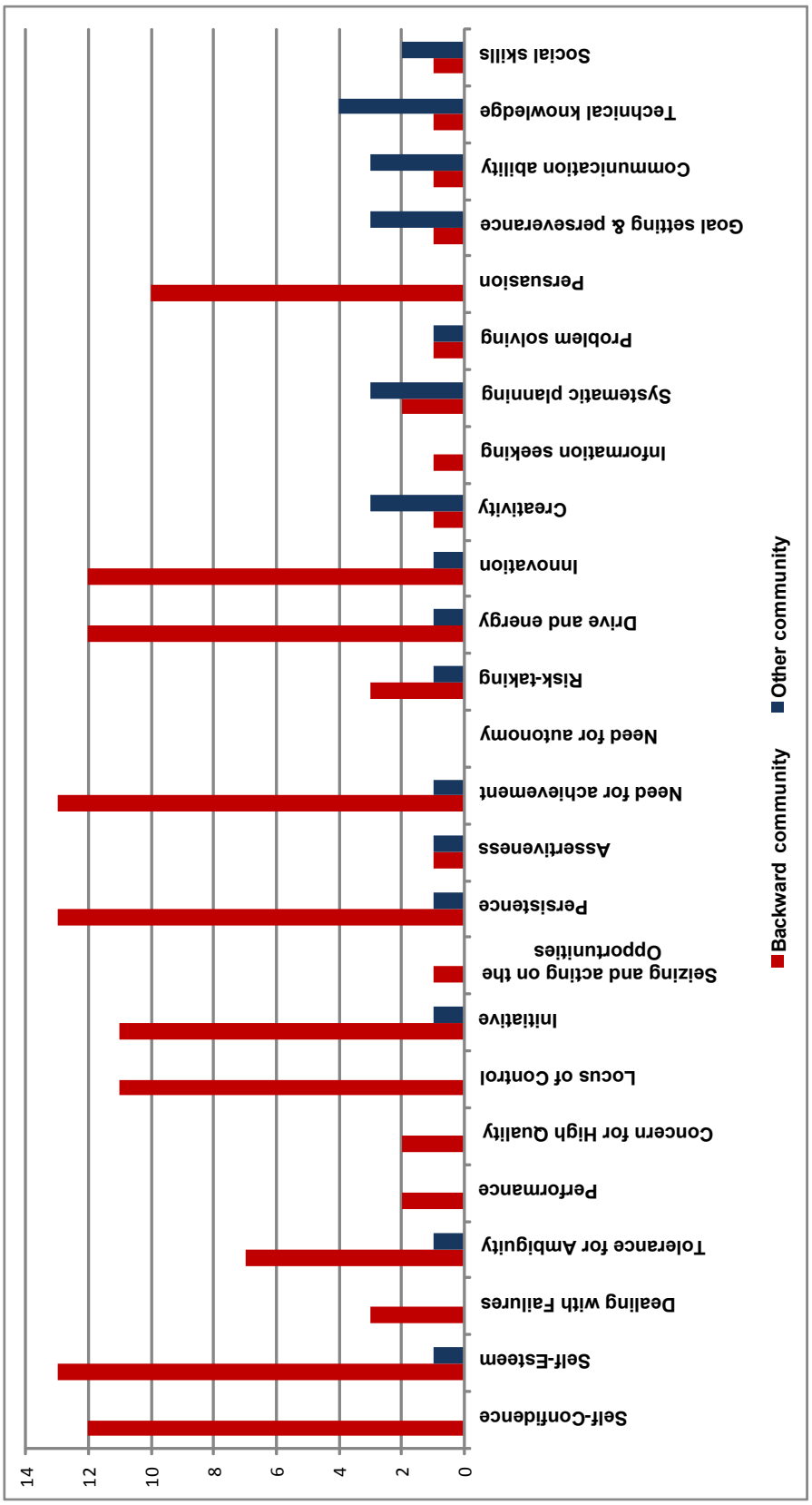
14. The backward community respondents who were supported by their family members or friends engaged in business activities had more of attitudinal competencies like self confidence, self-esteem, tolerance for ambiguity and locus of control. Whereas backward community entrepreneurs who had support from such members were found to have more of behavioral competencies like persistence, drive and energy, need for achievement, initiative and innovation and a higher persistence skill when compared to other community entrepreneurs.

Table VII.1
Nature of Entrepreneurial Competency among Entrepreneurs

	t-test		MANOVA One-way		Age		Religious		Marital Status		Family Pattern		Nature of Education		Level of Education		Nature of Origin		Previous Experience		Nature of Previous Experience		Training in EDP		Family Friends in Business		Support from Family members Friends in Business		TOTAL FREQUENCY	
Community	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC	BC	OC
Self-Confidence	H		H				H		H				H		H		H		H		H		H		H		H		12	0
Self-Esteem	H		H		H		H	H	H				H		H		H		H		H		H		H		H		13	1
Dealing with Failures											H		H						H										3	0
Tolerance for Ambiguity			H				H	H					H		H				H				H				H		7	1
Performance											H		H																2	0
Concern for High Quality					H														H										2	0
Locus of Control	H		H				H						H		H		H		H				H		H				11	0
Initiative	H				H		H	H	H		H		H		H				H				H		H				11	1
Seizing & acting on the opportunities																			H										1	0
Persistence	H		H		H		H	H	H		H		H		H		H		H				H						13	1
Assertiveness						H											H												1	1
Need for achievement	H		H		H		H	H	H		H		H		H		H		H				H				H		13	1
Need for autonomy																														0
Risk-taking							H	H					H				H		H										3	1
Drive and energy	H		H		H		H	H	H				H		H		H		H				H		H				12	1
Innovation	H		H		H		H	H	H		H		H		H		H		H				H		H				12	1
Creativity										H											H								1	3
Information seeking													H																1	0
Systematic planning								H												H			H						2	3
Problem solving															H	H													1	1
Persuasion			H		H						H		H				H		H				H		H				10	0
Goal setting & perseverance						H									H	H					H								1	3
Communication ability							H	H			H	H																	1	3
Technical knowledge							H	H						H						H		H	H						1	4
Social skills															H	H					H								1	2
TOTAL FREQUENCY	8	0	9	0	8	2	10	12	8	1	8	1	14	1	13	3	8	0	15	2	3	6	12	0	9	0	10	0	135	28

Note: 'H' indicates High competency 'BC' indicates Backward Community 'OC' indicates Other Community

Figure VII.1
Nature of Entrepreneurial Competency among Entrepreneurs



SUGGESTIONS

The following suggestions emanate from the findings of the study:-

1. Although it was found that the backward community entrepreneurs are credited with higher attitudinal and behavioral competencies, it is suggested that they must be provided with necessary training and orientation in the area of managerial competencies in order to ensure that their sustenance in the industry and commerce would be highly encouraging. This will help to fostering of entrepreneurship among the rest of the backward community groups with entrepreneurial inclination for a balanced participation in business activities. This will ensure that the fruits of economic development of any country will be rationally and equitably distributed among all sections of the society including socially and economically backward and minority groups for a harmony of living and a better standard of life.

2. Although Chennai being one of the metropolitan cities in India it was found that emergence of women entrepreneurship is not encouraging. Therefore it is suggested that the Government and Developmental agencies give attention to evolve special schemes and programmes to promote women participation at an encouraging level with their counterparts.

3. Though the young entrepreneurs upto 30 years of age have shown higher entrepreneurial competencies, but their rate of participation in entrepreneurship is not higher when compared to other age groups. This group may be focused and given entrepreneurial orientations for a better alternative to employment in India.

4. It is also suggested that the minority entrepreneur like Muslims and Christians have shown entrepreneurial inclinations, their participation in venture promotion may be encouraged at a higher level.

5. Though Technical Education has its own merit in the promotion of Industrial units, their participation is also not encouraging when compared non technically qualified

entrepreneurs even in cities like Chennai. It is suggested that effective orientation and encouragement may be given even during their academic studies to target this group for a better participation in the promotion of ventures rather to depend to much on employment which is not highly dependable particularly in the wake of Liberalization, Privatization, Globalization.

6. It is found that most of the respondents are qualified upto either 10th Standard or +2 and sizeable number of Diploma holders. The participation of higher qualified people is not encouraging. On further enquiry higher qualified graduates prefer employments for early income than to prefer entrepreneurial carrier. It is suggested therefore they must be targeted to come out with entrepreneurial interest.

7. Though intrapreneurship is an emerging concept, entrepreneurial competencies are found to be low among the respondents with previous experience in employments when compared to those who had self employment and business experiences. Special training programmes may be evolved to orient those entrepreneurs who had previous experience in employments.

8. It is generally believed that entrepreneurial training programmes proved to have an influencing effect in the promotion of entrepreneurship, but this study has noticed that the entrepreneurial competencies were found to be higher among those respondents who had not undergone any training in entrepreneurship. On further enquiry it was found that majority of the respondents have not attended such programmes. This may be the reason why they have shown higher entrepreneurial competencies. Although their entrepreneurial competencies are noticed at higher level, it would have been much better had they undergone special trainings on entrepreneurship.

9. Entrepreneurial competencies were found to be higher among those respondents who had some of their family members or friends also engaged in some business activities when compared to first generation entrepreneurs. Further it was also found that the competencies were found to be higher among those who had support from

their family members or friends than those without such supports.. Therefore necessary orientations may be given to first generation and those entrepreneurs without any support from the family members and friends to take the advantage of networking among other entrepreneurs.

CONCLUSION

In the introductory chapter, it was discussed that entrepreneurship is indispensable for the survival of the people across different social groups, particularly the socially and economically backward communities in India. But the observations suggested that the rate of participation of different social groups in industry and trade is not balanced and it showed a high variation between the backward and other communities in India. Therefore it has led to the questions as to what makes some people more entrepreneurial than others. Further, in spite of number of efforts being taken by the Central and State governments and other developmental agencies in India, an imbalance has been continuing in respect of business promotions and their developments among the backward communities in India when compared to other communities. In view of problem discussed, the present study has made an earnest attempt to find what qualities and competencies that are possessed by entrepreneurs that make them successful in their entrepreneurial career, without ignoring the impact of other factors. Further this research makes it clear whether the portfolio of entrepreneurial competencies remains the same or differs among the entrepreneurs of backward and other communities and further discussed the nature of such competencies if they differ among the respondents.

Based on a synthesis of the data and the review of earlier studies, the following conclusions were reached: The portfolio of entrepreneurial competencies differed between the backward and other community entrepreneurs in the study area in Chennai city. A total of sixteen entrepreneurial competencies out of twenty five competencies were found to be different significantly between the community groups. Ten entrepreneurial competencies like self-confidence, self-esteem, tolerance for ambiguity, locus of control, persistent, need for achievement, drive and energy, innovation, initiative, and persuasion were found to be higher among backward community entrepreneurs, while other community entrepreneurs were credited with six entrepreneurial competencies like technical knowledge, information seeking, goal setting and perseverance , communication and social skills.

It was also found that the backward community entrepreneurs are found to be better in terms of their attitudinal and managerial competencies, while other community entrepreneurs were endowed higher managerial competencies.

Therefore the study concludes that although some of the competencies may be innate but most of the entrepreneurial competencies are widely distributed across different social groups in India. Further backward community entrepreneurs are though credited with higher attitudinal and behavioral competencies but due to a low portfolio of managerial competencies the emergence and venture start-up ratios among these communities may be lacking behind their counter part in India.

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APPENDIX

QUESTIONNAIRE

Guidelines:

Please feel free to express your opinion to the following. Give a tick mark on the appropriate item.

I. DEMOGRAPHIC VARIABLES

1.1	Name of the Entrepreneur					
1.2	Gender	Male	Female			
1.3	Age in years	Up to 20	21-30	31-40	41-50	Above 50
1.4	Religion	Hindu	Muslim	Christian	Others	
1.5	Community	SC/ST	MBC	OBC	Others	
1.6	Marital Status	Married	Un Married			
1.7	Type of family	Joint	Nuclear			
1.8	Nature of Education	Technical	Non –technical			
1.9	Educational Qualification	S.S.L.C	HSC	Diploma	Graduate	
1.10	Nature of Origin	Native	Migrant			
1.11	Previous occupation if any	YES	NO			
1.12	If yes please specify whether	Employed	Self Employed	Business	Others	
1.13	Did you undergo any entrepre-neurial development programme?	YES	NO			
1.14	Do you have any of your family members or friends in business?	YES	NO			
1.15	If yes, do you get any support from them?	YES	NO			

II. ORGANISATIONAL CHARACTERS

2.1	Name and address of the business unit	Optional		
2.2	Type of the business unit	Manufacturing	Services	
2.3	Type of Ownership	Sole Proprietor	Partnership	Share holders
2.4	Nature of Starting the business	Started afresh	Inherited	Purchased
2.5	Size of the Unit	Tiny	Small	
2.6	Place where the business unit is situated	At Home	Owned Premises	Rented or Leased

STATEMENTS TO ASSESS ENTREPRENEURIAL COMPETENCY

Given below are the various statements representing the different dimensions of entrepreneurial competency. Please feel free to **express how best each statement describes you** in terms of your attitudinal, behavioural, and managerial competencies.

Give your response by putting a tick mark in the appropriate box.

Where: "SA" denotes : Strongly Agree

"A" denotes : Agree

"N" denotes : Neither Agree Nor Disagree

"D" denotes : Disagree

"SD" denotes : Strongly Disagree

Please answer to all the statements

III	ATTITUDINAL DIMENSIONS	SA	A	N	D	SD
3.1	It bothers me when things are not done very well					
3.2	I feel confident that I will succeed at whatever I try to do					
3.3	Being successful is the result of working hard, luck has nothing to do with it					
3.4	I am able to make jokes about some of my own failings.					
3.5	I am able to handle a lot of things at the same time.					
3.6	I feel inferior to most people I work with					
3.7	On the whole, I consider myself a successful entrepreneur.					
3.8	It is important to me to do a high quality job					
3.9	I change my mind if others disagree with me					
3.10	I have found that what is going to happen will happen.					
3.11	After a severe setback in a project, I could to pick up the pieces and start it again					
3.12	I "get organized" quickly when placed in a new situation at work.					
3.13	I often feel badly about the quality of work I do					
3.14	Often I feel I have committed a mistake by undertaking this career					
3.15	My own work is better than that of other people I work with					
3.16	When trying something difficult or challenging, I feel confident that I will succeed					
3.17	I believe that in the business world the work of competent people will always be recognized					
3.18	I don't believe, "If at first I don't succeed, try, and try again".					
3.19	I can manage a task even without clear explanation.					

3.20	My opinion of myself is more important than others' opinions of me					
3.21	My experience in this field is very bad.					
3.22	When something I have been working on is satisfactory I do not spend extra time trying to make it better					
3.23	I stick to my decisions even if others disagree strongly with me					
3.24	I can pretty much determine what will happen in my life.					
3.25	I remain hopeful even when things seem to be at their worst.					
3.26	I don't mind where the next rupee is coming from.					
3.27	I take pride in my work					
3.28	I consider myself an optimist					
3.29	I want my business to be the best of its type					
3.30	I can carry on my ideas without depending on anyone else.					
3.31	I am usually able to protect my personal interests.					
3.32	I can recover from emotional setbacks.					
3.33	I can not take up more than one assignment at a time					
3.34	I believe successful people handle themselves well at business gathering					
3.35	I always look on the bright side					

IV	BEHAVIOURAL DIMENSIONS	SA	A	N	D	SD
4.1	I do things that need to be done before being asked to by others					
4.2	I usually focus on identifying what the customers need from my business.					
4.3	When faced with a new problem, I spend a lot of time trying to find out a solution					
4.4	I tell others when they have not performed as expected					
4.5	I would mind routine and unchallenging work even if the reward was good					
4.6	I do what is expected of me and follow instructions					
4.7	If there is a chance of failure I would rather not do it.					
4.8	I normally work on weekends.					
4.9	I believe that in order to succeed, one must conform to accepted business practices					
4.10	Some people find my ideas unusual					
4.11	I wait for directions from others before taking action					
4.12	I view all social gatherings as an opportunity to expand my network.					
4.13	I try several times to get people to do what I like them to do					
4.14	If I am angry or upset with some one, I tell that person					
4.15	If I am having problems with a task I leave it and move on to something else					
4.16	I must get the things done the way I want them to be done					
4.17	I enjoy tackling a task without knowing all the potential problems					
4.18	When I start a task, I get so involved that I forget everything else.					

4.19	I get really excited when I think of new ideas to stimulate my business					
4.20	I do not like guessing					
4.21	I do things before it is clear that they must be done					
4.22	I often sacrifice personal comfort in order to take advantage of business opportunities					
4.23	When something gets in the way of what I am trying to do, I keep on trying to accomplish what I want					
4.24	It is difficult for me to order people to do things					
4.25	I enjoy doing some thing just to prove that I can					
4.26	I hate being told what to do.					
4.27	I have the practice of buying things on credit.					

4.28	I can work long hours without getting tired.					
4.29	I enjoy being the catalyst for change in business affairs.					
4.30	I am curious.					
4.31	I have experiences of being a volunteer in associations					
4.32	I see problems as challenges					
4.33	When faced with a major difficulty, I quickly go on to other things					
4.34	I tell people what they have to do even if they do not want to do it					
4.35	I get the biggest thrills when my work is among the best there.					
4.36	I listen to my own feelings in evaluating experiences rather than to the voice of tradition or authority or the majority					
4.37	I don't mind taking chances with things that are important to me					

4.38	I can act quickly in cases of emergency, such as accidents, fire, etc.					
4.39	I usually tend to experiment with new ways of doing things					
4.40	I often tend to explore unfamiliar subjects.					
4.41	I look for assignments with extra responsibility					
4.42	Generally I avoid talking to my clients					
4.43	I try several ways to overcome things that get in the way of reaching my goals					
4.44	I have a reputation of being stubborn					
4.45	I do every job as thoroughly as possible					
4.46	I am not in need of approval from friends or family for every decision I make					
4.47	I will gamble on a good idea even if it is not a sure thing.					
4.48	I can't work well under pressure.					
4.49	Innovation keeps me alive in the market.					
4.50	My friends think that I ask a lot of questions					

V	MANAGERIAL DIMENSIONS.	SA	A	N	D	SD
5.1	When starting a new job or project, I gather a great deal of information					
5.2	I think of different ways of accomplishing things					
5.3	I think of many ways to solve problems					
5.4	I get others to support my recommendations					
5.5	I revise my goals periodically in view of progress to date					
5.6	Giving a speech is something I am good at.					
5.7	I subscribe to technical magazines which pertain to my primary field of work.					
5.8	I seek the advice of people who know a lot about the problems or tasks I am working on					
5.9	I try to think of all the problems I may encounter and plan as to what to do if each problem occurs					
5.10	I don't usually examine my mistakes					
5.11	I convince others of my ideas					
5.12	When I start a task, I normally see it through to the end					
5.13	Making eye contact with people makes me uncomfortable.					
5.14	I read things outside my own field of work.					
5.15	I tend to decide things without seeking information					
5.16	I deal with problems as they arise , rather than spend time trying to anticipate them					

5.17	I feel I am confident of solving my problems.					
5.18	Selling things or ideas to others comes easy for me .					
5.19	I usually set my goals and I proceed accordingly.					
5.20	I know how to end a conversation tactfully.					
5.21	I have taken courses which would help me in my job, in the last few years					
5.22	When working on a project for someone, I ask many questions to make sure I understand what the person wants					
5.23	I take a logical and systematic approach to activities					
5.24	I take the problems of life with a feeling of hope and expectations.					
5.25	When I disagree with others , I let them know					
5.26	I find it difficult to prioritize my tasks.					
5.27	I consider my self a good listener.					
5.28	When I run across a new idea, I try to find out it by reading about and asking people about it					
5.29	I go to several different sources to get information to help with tasks or projects					
5.30	When I make plans, I am almost certain to make them work.					
5.31	I am aware of some the problem solving techniques.					
5.32	I can not get people who have strong opinions or ideas to change their minds					
5.33	I have been successful in attaining most of my long-range goals					

5.34	I find it easy to express new ideas quickly and understandably.					
5.35	I don't have any technical training in the area of my business.					
5.36	I enjoy only when I work independently					
5.37	I make friends easily.					
5.38	When I am feeling upset, I let others usually aware of my problems.					
5.39	I can easily build a good rapport with people					
5.40	I feel more at ease working with others					

Thank you very much for your esteemed participation in my research work.

Sincerely Yours

M.KOCHADAI

பின்வரும் கூற்றுகள் தங்களை எந்த அளவு பிரதிபலிக்கிறது என்பதை இந்த ✓குறியிட்டு காட்டவும்

III தொழில் முனைவோரின் மனோபாவம்

வரிசை எண்	தொழில் முனைவோரின் திறன் கூற்றுகள்	மிகவும் ஏற்றுக்கொள்கிறேன்	ஏற்றுக்கொள்கிறேன்	கருத்து கூற விரும்பவில்லை	ஏற்று கொள்ளவில்லை	மிகவும் ஏற்றுக்கொள்ளவில்லை
3.1	பணிகள் சரியாக நடக்கவில்லையென்றால் நான் வருந்துவதுண்டு					
3.2	எந்த செயலிலும் வெற்றிபெறுவேன் என்ற நம்பிக்கை எனக்குண்டு					
3.3	கடின உழைப்பே வெற்றிக்கு வித்திடும், அதிர்ஷ்டத்திற்கும் வெற்றிக்கும் தொடர்பில்லை					
3.4	என்னுடைய தேர்ல்விகளைக் கூட வேடிக்கையாகப் பேசும் குணமுண்டு					
3.5	ஒரே சமயத்தில் பல்வேறு பணிகளிலும் என்னால் ஈடுபடமுடியும்.					
3.6	உடன் பணியாற்றும் மற்றவர்களை காட்டிலும் என்னிடம் உயர்ந்த குணங்களும், திறன்களும் எதுவும் இல்லை.					
3.7	மொத்தத்தில் நான் ஒரு திறமையானவன் என்றே என்னை கருதுகிறேன்.					
3.8	எனது செயல்கள் அனைத்தும் நல்ல தரமான-தாக இருக்க வேண்டும் என்பது முக்கியம்					
3.9	மற்றவர்கள் ஒப்புக்கொள்ளவில்லை எனில் எனது கருத்தினை மாற்றிக் கொள்வேன்					
3.10	எது நடக்க வேண்டுமோ அது நடந்தேறும் என நம்புபவன்					
3.11	மிகவும் பின்னடைவு ஏற்பட்ட ஒரு செயலை மீண்டும் தொடங்கி விடுவேன்.					
3.12	புது சூழல்களில் உடனடியாக என்னை நான் தயார்படுத்திக் கொள்ள முடியும்					
3.13	எனது வேலைகளின் தரத்தினை எண்ணி அடிக்கடி நான் வருத்தப்படுவது உண்டு.					
3.14	இந்த தொழிலில் ஈடுபட்டது நான் செய்த தவறு என எண்ணுவதுண்டு.					
3.15	என்னுடன் பணியாற்றும் மற்றவர்களைவிட எனது வேலை தரமானதாக இருக்கும்					

3.16	கடினமான/சோதனையான செயல்களில் ஈடுபடும் போது கூட அதில் வெற்றியடைய முடியும் என்ற நம்பிக்கை எனக்கு உண்டு					
3.17	வியாபார உலகத்தில் திறமையானவர்களின் செயல்களுக்கு என்றும் ஒரு நல்ல அங்கீகாரம் உண்டு					
3.18	இயலாத ஒரு செயலை திரும்ப திரும்ப செய்தால் வெற்றிப் பெறலாம் என்பதில் எனக்கு நம்பிக்கை இல்லை.					
3.19	போதிய தகவல் இல்லையென்றாலும் ஒரு வேலையை என்னால் நிறைவேற்ற முடியும்					
3.20	என்னை பற்றி மற்றவர்களின் கருத்துக்களை விட என்னுடைய கருத்து எனக்கு மிகவும் முக்கியமாகும்.					
3.21	எனது தொழிலின் அனுபவங்கள் எனக்கு போதுமானதாகவே அமைந்து இருக்கின்றது.					
3.22	திருப்திகரமாக இருந்தாலே போதும், அந்த வேலையில் அதற்கு மேல் முயற்சி செய்து நேரத்தை வீணாக்குவதில்லை.					
3.23	மற்றவர்கள் ஒப்புக்கொள்ளவில்லை என்றாலும் எனது முடிவுகளில் இருந்து நான் பின் வாங்குவதில்லை					
3.24	எனது வாழ்வில் என்ன நிகழும் என்பதை என்னால் தீர்மானிக்க முடியும்					
3.25	மிக மோசமான நிலையில் இருந்தாலும் கூட எனது நம்பிக்கையில் உறுதியாக இருப்பவன்					
3.26	ஒவ்வொரு ரூபாயும் எங்கிருந்து வருகிறது என்பது பற்றி எனக்கு அக்கரையில்லை.					
3.27	என்னுடைய வேலைகளில் நான் தற்பெருமை கொள்வதுண்டு.					
3.28	கெடுதியான சூழல்களிலும் நம்பிக்கையுடன் இருப்பவன்.					
3.29	இந்த தொழிலில் என்னுடைய வியாபாரம் மிக நல்லதாக அமைய வேண்டும் என்பது எனது ஆவல்					
3.30	யாரையும் சார்ந்திராது என்னுடைய எண்ணங்கள் என்னால் செயல்படுத்த முடியும்.					
3.31	இயல்பாக என்னுடைய நலன்களை என்னால் பாதுகாத்து கொள்ளமுடியும்.					
3.32	மனரீதியான பாதிப்புகளிலிருந்து எளிதாக என்னால் மீள முடியும்.					
3.33	ஒரே சமயத்தில் ஒன்றுக்கு மேற்பட்ட பொறுப்புகளை என்னால் ஏற்று கொள்ள முடியாது.					

3.34	வர்த்தக கூட்டங்களில் திறமையானவர்கள் தங்களை எளிதாக கையாண்டு கொள்ள முடியும்.					
3.35	ஒரு விஷயத்தில் நல்லவைகளை மட்டும் எப்பொழுதும் பார்க்க கூடியவன் நான்					

பின்வரும் கூற்றுகள் தங்களை எந்த அளவு பிரதிபலிக்கிறது என்பதை இந்த ✓குறியிட்டு காட்டவும்

IV தொழில் முனைவோரின் செயல்படும் விதம்

வரிசை எண்	தொழில் முனைவோரின் திறன் கூற்றுகள்	மிகவும் ஏற்றுக்கொள்கிறேன்	ஏற்றுக்கொள்கிறேன்	கருத்து கூற விரும்பவில்லை	ஏற்று கொள்ளவில்லை	மிகவும் ஏற்றுக்கொள்ளவில்லை
4.1	மற்றவர் கேட்டுக் கொள்வதற்கு முன் செயல்களைச் செய்துவிடுவேன்.					
4.2	வாடிக்கையாளர்களின் தேவைகளை அறிந்து கொள்ளும் ஆர்வம் எனக்கு உண்டு.					
4.3	புதிய பிரச்சனைளுக்கு தீர்வு காண நீண்ட நேரம் எடுத்துக் கொள்வேன்.					
4.4	பணிகளை எதிர்பார்த்தபடி செய்யாதவர்களிடம் அதை சுட்டிக்காட்டுவேன்.					
4.5	நல்ல பயன் இருப்பினும் வழக்கமான மற்றும் சாதாரணமான செயல்களில் நாட்டம் கொள்வதில்லை.					
4.6	எனக்கு இட்ட கட்டளைகளைப் பின்பற்றவும் நிறைவேற்றவும் செய்வேன்.					
4.7	தோல்வியடைய வாய்ப்பிருந்தால் அந்த செயல்களில் ஈடுபடமாட்டேன்.					
4.8	விடுமுறை நாட்களிலும் கூட அலுவல்களில் ஈடுபடுவது உண்டு.					
4.9	நிர்ணயிக்கப்பட்ட வர்த்தக நடைமுறைகளை கடைபிடித்தால் மட்டுமே வெற்றி நிச்சயம்.					
4.10	எனது கருத்துக்கள் வழக்கத்திற்கு மாறான ஒன்று என பலர் கருதுகின்றர்.					
4.11	கட்டளைகள் இல்லாமல் எந்த செயலையும் நான் தொடங்கமாட்டேன்.					
4.12	எல்லா சமூக சந்திப்புகளையும் தொழில் ரீதியான தொடர்புகளை விரிவாக்க உதவும் என்று கருதுகின்றேன்.					
4.13	பலமுறை முயற்சிகள் செய்தாவது வேலைகளை வாங்கிவிடுவேன்					
4.14	கோபமோ / வருத்தமோ சம்பந்தப்பட்டவர்களிடம் சொல்லிவிடுவேன்.					

4.15	பிரச்சனை என்றால் அதை விட்டுவிட்டு மற்ற செயல்களில் கவனம் செலுத்த முற்படுவேன்.					
4.16	நான் நினைத்தபடி ஒரு செய்து முடிக்க வேண்டும்.					
4.17	எதிர்வரும் பிரச்சனைகளை பற்றி கண்டு அஞ்சாமல் அதை செய்து முடிப்பதில் எனக்கு நல்ல ஈடுபாடு உண்டு.					
4.18	ஒரு வேலையை தொடங்கிவிட்டேன் என்றால் மற்றவைகளை மறந்து அந்த வேலையில் மூழ்கிவிடுவேன்.					
4.19	வியாபார வளர்ச்சிக்காக எனக்குத் தோன்றும் புதிய யோசனைகள் என்ன மிகவும் மகிழ்ச்சியுறச் செய்கிறது.					
4.20	எதையும் யூகம் பன்னுவதில்லை.					
4.21	ஒரு செயல் செய்யப்பட்ட வேண்டுமா அல்லது வேண்டாமா என தெரியும் முன் அதை தொடங்கிவிடுவேன்.					
4.22	வியாபாரத்தின் புதிய வாய்ப்புகளை பெற வேண்டும் என்பதற்காக அவ்வப்பொழுது இடையூறுகளையும் ஏற்றுக்கொள்வதுண்டு.					
4.23	எனது முயற்சிகளுக்கு ஏற்படும் இடையூறுகளைச சமாளித்து வெற்றியை அடைய என்னால் முடியும்.					
4.24	ஒரு செயலைச் செய்ய வேண்டும் என்று பிறர்க்கு என்னால் கட்டளை இடமுடியாது.					
4.25	என்னால் முடியும் என்பதை உணர்த்தவே சில பொறுப்புகளை நான் ஏற்றுக் கொள்வதுண்டு.					
4.26	நான் என்ன செய்ய வேண்டும் என்று யாராவது சொன்னால் எனக்கு பிடிக்காது.					
4.27	எனக்கு கடன் வாங்கும் பழக்கம் உண்டு					
4.28	களைப்பின்றி நீண்ட நேரம் என்னால் ஒரு வேலையில் ஈடுபட முடியும்.					
4.29	இயக்குவதில் எனக்கு நல்ல ஆர்வமும் / ஈடுபாடும் உண்டு.					
4.30	அறிந்து கொள்ளும் ஆர்வம் நிறைந்தவன் நான்					
4.31	கூட்டமைப்புகளில் தன்னார்வ தொண்டனாக இருந்த அனுபவம் எனக்கு உண்டு.					
4.32	எனக்கு ஏற்படும் சிக்கல்களை நான் அறைகூவல்களாக ஏற்றுக்கொள்வதுண்டு.					
4.33	பெரிய சிக்கல் என்றால் அதை உதறிவிட்டு மற்ற செயல்களை கவனிக்கத் தொடங்கிவிடுவேன்.					
4.34	மற்றவர்கள் விரும்பவில்லை என்றாலும் அவர்கள் என்ன செய்ய வேண்டும் என்பதை அவர்களுக்கு உணர்த்திவிடுவேன்.					

4.35	எனது செயல்களின் முடிவுகள் முதன்மையானதாக அமையும் பொழுது சிலிர்ப்படைகிறேன்.					
4.36	வழக்கம் எதுவானாலும், நிர்பந்திக்கப்பட்டாலும், பெருவாரியானவைகள் என்ன நினைத்தாலும் மாறாக எனது உணர்வுகளை அடிப்படையாக வைத்தே எனனை நான் எடை போடுவேன்.					
4.37	முக்கியமானதாக அமையும் என்றால் உறுதியில்லை என்றாலும் வாய்ப்புகளை நழுவவிடமாட்டேன்.					
4.38	எதிர்பாராத விபத்துக்களிலும் உடனடியாக என்னால் செயல்பட முடியும்.					
4.39	ஒவ்வொன்றிலும் புத யுத்திகளை கையாளுவதில் எனக்கு நல்ல ஈடுபாடு உண்டு.					
4.40	பிரபலமில்லாதவைகளைப் புரட்டி பார்ப்பதில் எனக்கு ஈடுபாடு உண்டு					
4.41	மிகுந்த பொறுப்புள்ள செயல்களை எதிர்கொள்பவன்					
4.42	பொதுவாக என்னுடைய வாடிக்கையாளர்களிடம் பேசுவதை தவிர்ப்பவன்.					
4.43	சிக்கல்களை தீர்த்து இலக்குகளை அடைய பல்வேறு வழிகளை கையாளுபவன்.					
4.44	நான் மிகவும் உறுதியானவன் என்ற பெயருண்டு.					
4.45	ஒவ்வொரு வேலையையும் முழமையாக செய்துவிடும் பழக்கம் எனக்கு உண்டு.					
4.46	எனது தீர்மானங்களுக்கு நண்பர்களிடமிருந்தோ, உறவினர்களிடமிருந்தோ ஒப்புதல்களை எதிர்பார்ப்பது இல்லை.					
4.47	விளைவுகளை பற்றி கவலைப்படாமல் நல்ல திட்டம் என்றால் தொடங்கிவிடுவேன்.					
4.48	நிர்பந்தங்களுக்கு உட்பட்டு என்னால் திறம்பட எதும் செய்ய முடியாது.					
4.49	புதியவைகளை புகுத்தியதால் சந்தையில் என்னால் நிலைக்க முடிகிறது.					
4.50	எனது நண்பர்கள் மத்தியில் நிறைய கேள்விகள் கேட்பவன் என்ற பெயர் எனக்கு உண்டு.					

பின்வரும் கூற்றுகள் தங்களை எந்த அளவு பிரதிபலிக்கிறது என்பதை இந்த ✓குறியிட்டு காட்டவும்

V தொழில் முனைவோரின் மேலாண்மை பண்புகள்

வரிசை எண்	தொழில் முனைவோரின் திறன் கூற்றுகள்	மிகவும் ஏற்றுக்கொள்கிறேன்	ஏற்றுக்கொள்கிறேன்	கருத்து கூற விரும்பவில்லை	ஏற்று கொள்ளவில்லை	மிகவும் ஏற்றுக்கொள்ளவில்லை
5.1	புதிய வேலைகளைத் தொடங்குமுன், போதிய அளவு செய்திகளைத் திரட்டிக் கொள்வேன்.					
5.2	பணிகளைச் செய்வதற்கு பல வழிகளை நான் எண்ணுவதுண்டு.					
5.3	பிரசச்னைகளுக்குத் தீர்வு காண பல்வேறு வழி-முறைகளை ஆய்வு செய்வேன்.					
5.4	திட்டங்களுக்கு தேவையான செய்திகளைப் பல்வேறு வழிகளில் சென்று தேடுபவன்.					
5.4	எனது பரிந்துரைகளுக்கு மற்றவர்களின் ஒப்புதல்களையும் பெற்றுவிடுவேன்.					
5.5	மாற்றங்களுக்கும், வளர்ச்சிக்கும் ஏற்ப எனது இலக்குகளை மாற்றி அமைத்துக் கொள்வேன்.					
5.6	பேசுவதில் எனக்கு வல்லமை உண்டு.					
5.7	எனது தொழில் சார்ந்த நாளிதழ், மாத இதழ்களுக்கு சந்தாதாராக உள்ளேன்.					
5.8	தொழில் சார்ந்த பிரச்சனைகளுக்கு சம்பந்தப்பட்ட வல்லுநர்களிடம் ஆலோசனை பெறுவேன்.					
5.9	தொழிலில் எல்லா பிரச்சனைகளையும் மனதில் கொண்டு அவைகளை அவ்வப்பொழுது தீர்க்க திட்டம் தீட்டுவேன்.					
5.10	எனது தவறுகளை மறு ஆய்வு செய்வதில்லை.					
5.11	எனது கருத்துக்களுக்கு மற்றவர்களின் சம்மத்தையும் பெற்றுவிடுவேன்.					
5.12	தொடங்கிய ஒவ்வொரு செயலும் நிறைவேறும்படி செய்து விடுவேன்.					
5.13	நேருக்கு நேர் பார்த்து பேசுவது எனக்கு மிகவும் தர்ம சங்கடமானதாகும்.					
5.14	எனது தொழில் சாராத பல்வேறு விஷ யங்களையும் அறிந்து கொள்வதுண்டு.					

5.16	எதையும் எதிர்நோக்கி காத்திராமல் அவ்வப்பொழுது தோன்றும் என்னப்படியே நான் ஒவ்வொன்றையும் செய்வதுண்டு					
5.17	எனது பிரச்சனைகளை என்னால் தீர்க்க முடியும் என எனக்கு நம்பிக்கையுண்டு.					
5.18	எனது கருத்துக்களுக்கு மற்றவர்களிடம் பகிர்ந்து கொள்வது எனக்கு எளிதானது.					
5.19	இலக்குகளை நிர்ணயம் செய்து அதன்படி செயல்களை செய்பவன் நான்.					
5.20	நீண்டு கொண்டு இருக்கும் ஒரு பேச்சு வார்த்தையினை என்னால் சாமர்த்தியமாக நிறைவு செய்ய முடியும்.					
5.21	கடந்த காலங்களில் தொழில் சார்ந்த படிப்புகளில் சேர்ந்து பயிற்சி பெற்று இருக்கிறேன்.					
5.23	எனது செயல்கள் தர்க்க ரீதியான சிந்தித்து திட்டமிடபட்டவைகளாகவே இருக்கும்.					
5.24	தகவல்கள் எதுவும் இன்றியே முடிவுகளை எடுப்பதுண்டு					
5.24	வாழ்க்கையில் ஏற்படும் பிரச்சனைகளை நல்ல நம்பிக்கையோடும் எதிர் பார்ப்புகளோடும் எடுத்துக் கொள்வேன்.					
5.25	எனக்கு உடன்பாடு இல்லையென்றால் அதை சம்பந்தப்பட்டவர்களிடம் உணர்த்திவிடுவேன்.					
5.26	முன்னுரிமை படுத்தி செய்வது எனக்கு கடினமானதாகும்.					
5.27	எனக்கு நல்ல கேள்வி ஞானம் உண்டு.					
5.28	யாரிடமாவது கேட்டோ அல்லது நாளிதழ்களிலோ எனக்கு வேண்டிய தகவல்களைத் திரட்டிவிடுவேன்.					
5.30	உறுதியோடு எனது ஒவ்வொரு திட்டங்களையும் செயல்படுத்திவிடுவேன்.					
5.31	சில சிக்கல்களைத் தீர்க்கும் நுண்ணறிவு எனக்கு உண்டு.					
5.32	மற்றவர்கள் என்னிடம் என்ன எதிர்பார்க்கின்றார்கள் என்பதை உணர அவர்களிடமே துரவி துரவி விசாரித்துத் தெரிந்து கொள்வேன்.					
5.32	மாற்றிக்கொள்ள முடியாத எண்ணங்கள் கொண்டவர்களை என்னிடம் வைத்துக் கொள்ள முடியாது.					
5.33	பெரும்பாலும் என்னுடைய நீண்டகால திட்டங்களில் நான் வெற்றி கண்டுள்ளேன்					

5.34	புதிய செய்திகளை எளிமையாகவும், உடன்-டியாகவும் மற்றவர்களுக்கு புரியும்படி சொல்ல முடியும்.					
5.35	எனது தொழில் சம்மந்தமான தொழில் நுட்பம் எதுவும் எனக்கு கிடையாது.					
5.36	தனித்து செயல்படுவதில் நாட்டம் கொண்டவன்.					
5.37	நட்பினை உருவாக்குவது எனக்கு மிகவும் எளிய செயல்.					
5.38	மனநிலை பாதிக்கப்படும் பொழுது, மற்றவர்களிடம் அதை நான் பகிர்ந்து கொள்வதுண்டு.					
5.39	மற்றவர்களிடம் நல்ல தொடர்புகளை உருவாக்கிக் கொள்ள என்னால் முடியும்.					
5.40	மற்றவர்களுடன் சேர்ந்து வேலை செய்வது எனக்கு மிகவும் எளிதான ஒன்றே.					

ஒத்துழைப்பு கொடுத்து எனது ஆய்வுப்பணி சிறப்பு அடைய உதவி நல்கிய தங்களுக்கு எனது மனமார்ந்த நன்றியைத் தெரிவித்துக் கொள்கிறேன்.

அன்புடன்,

மு.கோச்சடை