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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 units 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 their 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 outnumbering 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 into the present business. This may also be one of the motivating factors for their entry into 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 or 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 proportion 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 10th 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.
|                                | 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 in Business | TOTAL FREQUENCY |
|--------------------------------|--------|---------|---------|-----|-----------|----------------|-----------------|-------------------|--------------------|-----------------|-----------------|-----------------------------|---------------------------|--------------------|-------------------------------|----------------|---------------------------|
| Community                      |        |         |         |     |           |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Self-Confidence                | H      | H       | H       |     | H         |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Self-Esteem                    |         |         |         |     |           |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Dealing with Failures          | H      | H       | H       |     | H         |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Tolerance for Ambiguity        | H      | H       | H       |     | H         |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Performance                    |        |         |         |     |           |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Concern for High Quality       | H      |         |         |     |           |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| locus of Control               | H      | H       | H       |     | H         |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Initiative                     | H      | H       | H       |     | H         |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Assertiveness                  | H      |         |         |     |           |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Need for achievement           | H      | H       | H       |     | H         |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Need for autonomy              |        |         |         |     |           |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Risk-taking                    | H      | H       | H       |     | H         |                 |                 |                   |                   |                 |                 |                             |                           |                    |                               |                |                           |
| Drive and energy               | H      | H       | H       |     | H         |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Innovation                     | H      | H       | H       |     | H         |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Creativity                     | H      | H       | H       |     | H         |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Information seeking            | H      |         |         |     |           |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Systematic planning            | H      |         |         |     |           |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Problem solving                | H      | H       | H       |     | H         |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Persuasion                     | H      | H       | H       |     | H         |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Goal setting & perseverance    | H      |         |         |     |           |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Communication ability           | H      | H       | H       |     | H         |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Technical knowledge            | H      |         |         |     |           |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| Social skills                  | H      | H       | H       |     | H         |                 |                 |                   |                   | H                | H               |                             |                           |                    |                               |                |                           |
| TOTAL FREQUENCY                | 8      | 0       | 9       |     | 0         | 8               | 2               | 10                | 12                | 8                | 1               | 14                          | 1                          |                    | 3                              | 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.