Chapter VII

Discussion.
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In the previous chapter, it has been recorded the results of this investigation. In the present chapter, role efficacy and its various dimensions have been treated as main dependent variable and the other Age, Tenure, Entrepreneurial climate, Infra structure, Locus of Control and social structure Indicators as independent variables. The two variables like Infra structure, and social Indicators are considered as dummy dependent variables. So role efficacy has been dealt with extensively with independent variables.

Major findings of the study will be discussed in this chapter. For the sake of cohesiveness, discussion will center around issues rather than results of specific analysis. On the basis of intercorrelation matrix of all the 35 variables dependent variables like role efficacy and Infra structure have been highlighted. The results clearly indicated that role efficacy, Infra structure and social indicators are distinctly related to each other and they are inseparable. This conclusion is based not only on the findings of the principal component analysis of role efficacy but also on the findings of participation climate and Infra structure associated differently to role efficacy. However, role efficacy and participation had common elements which
brought Locus of Control closer to the concept of identification and commitment. An entrepreneur's role in the organizational set up together with the conditions under which he carries out his role sum up what the infrastructure has in stock for him. The variables most directly related to the individual is personality behavior. To vary the personality composition of the group, the investigator must have information about each individual member. The social characteristics, such as age, tenure, locus of control, climate, infrastructure, and social structure indicators are more easily varied since members can be selected from classes of individuals which are more identified. On the practical side it is very expensive both the time and effort to set up systematically controlled programs designed to develop some complex personality characteristic like motivational behavior of entrepreneurs. It also presents ethical problems since it is not always clear that it is as proper to teach a person a new motive as it is a new skill like learning to play the piano. For both reasons, most of what we know about personality change has come from studying motivational climate for industrial growth in the country. On the theoretical side, the dominant views of personality formation of entrepreneurship suggest any way that acquisition or change of any complex characteristic like motive in entrepreneurs would be extremely difficult. Both behavior theory and psychoanalysis agree that stable personality characteristics like motives are
laid down in childhood. Behaviour theory arrives at this conclusion by arguing that social motives are learned by close association with industrial climate of the region. All intended behaviour is modified to some extent before it becomes overt, so that the relative strength of the basic tendencies can only be inferred by considering the force exerted in the situation to modify them.

The present study is intended to evaluate entrepreneurial organization and performance and see whether any significance differences are discernible in the accomplishments of various types of entrepreneurs. The intention is to set the behaviour and measure and managing its role efficacy (effectiveness) of new entrepreneurial class with a view to reflect upon their strength of role efficacy and weakness.

Role efficacy has several dimensions. The more the dimensions are present in a role, the higher the efficacy of the role is likely to be each of the dimensions (variables stated in the study) contributes to the role efficacy.

The purpose of the present investigation was to study the intercorrelations among.

The results clearly indicated that role efficacy and infrastructure are partly separate and distinct entity but they are closely related to each other. This conclusion is based not only on the findings of the principal component analysis of behaviour and infrastructure but also on the findings of climate, locus of control factors associated
differently to role efficacy. The present study considers the formal and informal basis of industrial development. Industrial imperatives for Gujarat and this ramification are examined (see Table 1 to 5) one finds normally that policies are devised on the basis of formal economic logic with and due consideration of the human factor. Policies transferred from the west, which are developed in a particular cultural setting are transplanted in developing states like Gujarat. A study of the human factor—role efficacy in industrialization is therefore called for. The central figure is the entrepreneur and it was apparent that the human factor as perceived in logic and psychological theory. The effects of education is again to be considered not in quantitative terms only but also in terms of informal education where future entrepreneurs develop their work ethics. Education, experience, training all have different roles to play in the ultimate development of the entrepreneurs.

If the entrepreneurial situations permit the expressions and growth of the individuals skills, if the institution or infrastructure is perceived as a provider or facilitator of higher order need satisfaction then the professional may link his identity both to profession and to his institution. The major purpose of this study is to explore the correlates of entrepreneurial role efficacy in relation to infrastructure and sociostructure indicators.
Age:

Age was positively related to role efficacy. But relationship is not as strong with infra-structure. But it was definitely related to social indicators. In the present study, the relationship between age and locus of control still existed when the influence of all other variables under study was controlled. In subsequent regression analysis for a portion of a sample the inclusion of more variables caused the relationship of age and entrepreneurial climate disappear, slightly. These findings suggest that the relationship between age and infrastructure is not direct. An important finding with respect to age was the criticality of forty and early fifties. The criticality period in one's career is also reorganized. As part of their decision-making, risk taking, they may identify more strongly with entrepreneurship.

Tenure:

Tenure and age are very highly related. The relationship of tenure and socio-structure indicators also showed the same pattern as that of age. Tenure is related to both indirectly with infra-structure and social indicators. Like age, tenure also does not appear to be critical determinant of socio-structure indicators. The critical period is up to 45 years.

Locus of Control:

Internal locus of control emerged a significant personality factor affecting role efficacy in most regression analysis.
Entrepreneurs who believe that they can significantly influence their outcomes by their own entrepreneurial climate have internal locus of control. For understanding why is locus of control does to an entrepreneur. The internals believe that they control their reinforcements. Such a belief would provide a buffer against attributing the failure to receive positive rewards to external situations. The present results showed that locus of control is the most important personal determinant of entrepreneurial role efficacy. Internal locus of control can also be expected to be a strong moderator of the relationship of various infra-structure performance and socio-structure indicators.

Entrepreneurial climate:

Entrepreneurial climate has many facts that should refer to an area of research rather than a construct with particular set of dimensions. It means environment, work groups having many climates (e.g. creativity, motivation, attractiveness, importance, exchange, investments and government). It is generally agreed that processes tasks and role attributes and so forth will be more heavily represented.

In the net work of perceptual dimensions referred to as psychological climate, Pareek (1979) has prepared and standardized an instrument to measure various types of motivational climate.
It is similar to Lijun and Stringer's (1968) questionnaire to some extent but differs in the sense that it uses ranking rather than rating procedure.

In the present investigation, six different types of motivational entrepreneurial climates namely, achievement, expert influence, extension, control, affiliation and dependence, have been studied in relation to infrastructure and role efficacy. (See appendix.)

The Government as a Guide and Strategist (climate)

Once a broad entrepreneurial base is developed, can the government then guide and develop a strategy commensurate with its plans (five year, annual etc.). An industrialization strategy emerges from number of ministries or departments. In the case of India— Gujarat the ministry of Industries, the Economic affairs Division, the Planning Division, etc. are involved. These ministries consider a project's feasibility and the financial institutions advise on the state of foreign exchange dealings in case such exchange is required. However, where resources are scarce and where the demand for those limited resources is very high, the distribution of those resources becomes distorted in a number of ways. e.g., inequality in income distribution and luxury housing and other preferential treatment to certain levels of society.
Role Efficacy:

With respect to role efficacy, entrepreneurship is formed on the basis of certain goals it should achieve. Entrepreneurs have their own needs. Role performance depends, amongst other factors, on the balance between conformity and creativity on the part of the role occupant. Since role is the interacting and linking mechanism between the individual and the organization, role effectiveness is the product of an effective interaction between these two. In the role behaviour of an individual several variables are involved. It is extremely difficult to imagine situations in which there is no conflict amongst these variables. The very nature of the role has built-in potential for conflict and stress. So conflict is a natural variable in role performance. Conflict and stress need not necessarily be negative in their effects on the individual and the organization. Some amount of stress is necessary for the effective working of an individual and the organization. Role efficacy has several dimensions. The more these dimensions are present in a role, the higher the efficacy of that role is likely to be.

Every entrepreneur has his own problems, some acute or chronic. There are entrepreneurs who deal with them effectively, and thus, are able to perform satisfactorily. There are others who fail to deal with
them effectively or are at least less effective in coping with them. As can be seen from with respect to role efficacy dimensions studies is centrality.
If persons occupying a particular role in the organization generally feel that the role they occupy is central in the organization, the role efficacy is likely to be high. Everyone working in an organization wants to feel that his role is important.

The next dimension of role efficacy dimensions studied integration, where every person has his strength—his experience, his technical training, the special skills he may have, some unique contribution he may be able to make. The more the role a person occupies provides an opportunity for the use of such special strengths, the higher the efficacy. On the other hand, if there is distance between the self and the role, role efficacy is likely to be low.

The next role dimensions of role efficacy is Proactivity. A person who occupies a role responds to various expectations people in the organization have from that role. This certainly gives him satisfaction, and it also satisfies others in the organization. However, if he is also able to take initiative in starting some activity, his efficacy will be higher.

When correlation coefficients were computed to see the relationship between Proactivity and various dimension of infrastructure, social structure indicators, participation was found to be significantly related with all
the aspects of role efficacy. The obtained correlations are in the range of -.195 to -.434.

The next role efficacy dimension studied is Creativity, which occurs when in a role set, the role occupant may feel that certain roles are psychologically nearer to him, while some other roles are at a distance. The main criterion of role isolation is the frequency and ease of interaction when linkages are strong, the role isolation will be low and vice-versa. It is not only initiative which is important for efficacy, an opportunity to try new and unconventional ways of solving problems or an opportunity to be creative is equally important.

If a person perceives that he has to perform only routine tasks, it does not help him to have a high role efficacy. However, if he feels that his role does not allow any time or opportunity to be creative his efficacy will be low.

The next dimension of role efficacy studied is Inter-role. Linkage of one's role with other roles in the organization increases efficacy. If there is a joint effort in understanding problems, finding solutions, etc. the efficacy of the various roles involved is likely to be high. The feeling of isolation of a role that a person works without any linkage with other roles reduces role efficacy.
Another dimension of role efficacy studied is Helping Relationship.

However, the results obtained through correlation matrix seem more convincing since the obtained correlation coefficients are statistically significant only in the case of infrastructure area and on the participation area.

The next role efficacy dimension studied is super-ordination which is the objective feeling of an individual that some important role expectations he has from his role do not match with the expectations other roles have for him. When a person performing a particular role feels that what he does as a part of his role is likely to be high, the roles which give opportunities to role occupants to work for superordinate goals have highest role efficacy. Superordinate goals are goals of serving large groups, and those which cannot be achieved without some collaborative efforts. One major motivation for entrepreneurs at the top to move to public-sector undertakings is to have an opportunity to work for larger goals which are likely to help larger sections of the society. But if a person feels that he does not get an opportunity to be of help to a larger group in his role, his role efficacy is likely to be low.

Thus, the obtained results indicate that role inadequacy is potential source of job satisfaction. As a matter of
fact, incompetence of any sort, whether in terms of resources available to perform the role effectively or in terms of influence is bound to lower down one's morale and job satisfaction. Related to superordination is the influence a person is able to exercise in the role, the higher the role efficacy is likely to be. One factor which may make roles in the public-sector or civil service more efficacious is the opportunity to influence a larger sector in the society. On the other hand, if a person feels that he has no power in the role he occupies in the organization, he is likely to have low efficacy.

The last two dimensions of role efficacy are Personal Growth and Confrontation. One factor which contributes effectively to role efficacy is the perception that the role provides the individual an opportunity to grow and develop. If a person feels that he is stagnating in the role and does not get any opportunity to grow is likely to have low efficacy. Role stagnation, as suggested by Parsek (1981) is the problem of role growth. There are number of studies available in the past who deal with such related concepts as career progression. In the present study, an attempt is made to see the effect of role growth on various aspects of job relating to on-the-job and off-the-job situations. In general, these findings support the previous observations that the problem of career growth is a potent source of role
efficacy as also mental well being. As we can see one's feeling of being stagnant may not be reflected on various aspects of job and life satisfaction unless it is very pronounced. However, even a low profile on stagnation dimension may affect one's adjustment. In general if people in an organization avoid problems, or shift the problems to some other people to solve them, their role efficacy will be low. The general tendency to confront the problems to find relevant solutions contributes to efficacy. When people facing interpersonal problems sit down, talk about these problems, and search solutions, their efficacy is likely to be higher, compared to situations in which they either deny such problems or refer these to their higher officers or authorities.

Participation and Locus of control dimensions have been used as separate independent variables, the aggregate scores on those dimensions are based regression equation. It can be seen from the regression table that when used together all these variables, namely locus of control entrepreneurial climate, participation, infrastructure, socio-structure indicators have accounted for 49.4 percent variance in the case of role-efficacy.

\[ R^2 = 0.12, \quad CO.R^2 = 0.06, \quad F = 0.021 = \text{Infrastructure Constant} = 35.33. \]

\[ R^2 = 0.079, \quad CO.R^2 = 0.020, \quad F = 0.013 = \text{Social-structure Indicators Constant} = 0.0002 \]

\[ R^2 = 0.3567, \quad CO.R^2 = 0.3173, \quad F = 0.086 = \text{Role efficacy constant} = 0.003 \]
The independent variables included in this study explained larger variance in role efficacy than infrastructure. In fact the explained variance in infrastructure was very little. It seems entrepreneurial climate like achievement, expert influence, affiliation, dependency variables may be able to explain larger variance in role efficacy. There are differences in the results obtained from the entire sample. This indicates the importance of specific situations for role efficacy.

The results discussed in this chapter, thus generally support the hypotheses proposed by us that locus of control, entrepreneurial climate, participation, socio-structure, and infrastructure related with role-efficacy and its various aspects.

The value of this investigation lies in the development of measures of role efficacy Infrastructure and socio-structure indicators of some importance of role efficacy. The study also throw up many questions and suggested a number of hypotheses which need to be tested.