Synopsis.
SYNOPSIS

"AN EMPIRICAL STUDY OF ROLE EFFICACY IN ENTREPRENEURIAL BEHAVIOUR AS A FUNCTION OF PERSONALITY TRAITS WITH NEED ACHIEVEMENT".

Brief Introduction:

The performance of a person working in an entrepreneurial organization depends on his own potential effectiveness as a person, his technical competence, his managerial experience, etc., as well as the way the role which he performs in the organization is designed. It is the integration of the two (the person and the role) that ensures the person's effectiveness in the organization. Unless the person has the requisite knowledge, technical competence, and the skills required for the role he cannot be effective. But equally important is how the role which he occupies in the organization is designed. If the role does not allow him to use his competence, and if he constantly feels frustrated in the role, his effectiveness is likely to be low. The integration of the person and the role comes about when the role is able to fulfill the needs of the individual, and when the individual is able to contribute to the evolution of the expectations by various other persons to role making (taking initiative...
in designing the role more creatively in a way that the various expectations from others as well as of the role occupant are integrated), the more the role is likely to be effective. Effectiveness of a person-in-a-role-in-an organization, therefore, may depend on his own potential effectiveness, the potential effectiveness of the role, infrastructure, locus of control, participation; entrepreneurial climate and social structural on indicators.

The potential effectiveness can be called efficacy. Personal efficacy would mean potential effectiveness of a person in personal and interpersonal situations. Role efficacy would mean the potential effectiveness of an individual occupying a particular role in an organization. Role efficacy can be seen as the psychological factor underlying role effectiveness. In short, role efficacy is potential effectiveness of a role.

Purpose of the Study:

An organization is formed on the basis of certain goals it should achieve. The individual similarly has his own needs (need to compete others, need to help others, need to influence others, need to learn and grow, need to be recognised etc).
When the individual joins an organization, the goals of the organization and his needs converge; the degree of convergence may vary from one situation to the other. Such convergence (or integration of the individual with the organization) occurs through the role. Therefore, the concept of role is the key concept in understanding the integration of the individual with the organization.

The present study is intended to evaluate entrepreneurial organization and performance and see whether any significant differences are discernible in the accomplishments of various types of entrepreneurs. The intention is to set the behaviour and measure and manage its role efficacy (effectiveness) of the new entrepreneurial class with a view to reflect upon their strength of need achievement and weakness. Role efficacy has several dimensions. The more these 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 intercorrelational relationships among the following interpersonal perception variables.
Independent variables

1. Age
2. Tenure
3. Entrepreneurial
4. Participation
5. Locus of control
6. Infrastructure
7. Socio-structural indicators

Each variable was measured through psychological instruments. Since the present study was an exploratory one at least in the Indian contexts.

Hypotheses:

Keeping in view of the above objectives the following specific hypotheses are formulated.

The following hypotheses are formulated in relation to the determinants of entrepreneurial growth at the four given stages. These hypotheses are based on the findings of various studies reviewed earlier.

State:

I. Entry Period

Between caste and family background, the later has a more effective role for one's entry into manufacturing.

(i) Entrepreneurs with family background and need achievement have more role efficacy than other
factors like religion, region to ensure the person's effectiveness in the organization. Unless the person has the requisite knowledge, technical competence, and the skills required for the role, he cannot be effective.

(ii) Government facilities made available for helping people to enter into manufacturing are availed of more by people hailing from business castes or families than others.

(iii) If the role of entrepreneur does not allow him to use his competence, and if he constantly feels frustrated in the role, his effectiveness is likely to be low.

Stage: 

II Expansion of the Unit

Industrial Backgrounds of family caste and achievement

(i) Liberal Government policies and achievement motivation are more effective in relative expansion of a unit any other factors like family, caste, occupation, religion and region.

(ii) The integration of the person and the role comes about when the individual is able to contribute to the evaluation of the role. The more we move from role taking (responding to the expectation by various other persons) to role making (taking initiative in
(iii) Role efficacy has several dimensions like centrality, integration, proactivity, innovative ability (creativity), inter-role linkage, helping-relationship, superordination, influence, personal growth, confrontation, desire to achieve. The more these dimensions are present in a role, the higher the efficacy of that role is likely to be. They are more dependent upon the absolute expansion of the unit than any other factor.

State:

III Stability in Business:

(1) Role performance (entrepreneurs) depends, amongst other factors, on the balance between conformity and creativity on the part of the role occupant. The former (conformity) can be called role taking, and the latter (creativity) can be termed role making. Without role making the individual may not be able to make unique and original contribution. The general the higher the role in the organization the more is the need for role making.
(ii) Role efficacy and occupation varies in the socio-economic background of entrepreneurs in terms of caste, religion, family occupation. (Socio-Psychological Characteristics of Entrepreneurs).

State:

IV Future oriented:

Entrepreneurs are Future oriented:

(i) Role provides the individual an opportunity to grow and develop. If a person feels that he is stagnating in the role does not get any opportunity to grow is likely to have low role efficacy. Institutes which are able to plan the growth of such people in the roles are able to have higher efficacy and a great deal of contribution from them.

(ii) Businessmen, project leaders provided with achievement motivation training will not necessarily display the potential effectiveness of the role and the organizational climate. The potential effectiveness can be called efficacy. Role efficacy can be seen as the psychological factor underlying role effectiveness.
(iii) Businessmen or project leaders who perceive reinforcement control to be largely 'internal' will display more entrepreneurial activity (role efficacy) than persons who consider reinforcement control to be largely 'external' to themselves.

(iv) Widely accepted theories of Weber, Hagen and McClelland, which attributed entrepreneurship to ethical values, community background and the need for achievement motivation respectively are not able to explain the contemporary entrepreneurial problems in India and guide developmental programmes.

Sample:

The sample size was fixed-up according to Cohen (1969) with the following statistical consideration. 100 entrepreneurs from Industrial Estates of Gujarat State satisfying certain qualifications. The entire sample is an available sample not a random sample.

Inventories and other details:

(1) Special Inventory prepared for General Information about the age, tenure, infrastructure, socio-structural indicators etc.
(2) **Entrepreneurial Climate**: Development by Pareek (1975). It is also known as PAM (C) and is patterned after Litwin and Stringer's (1968) climate questionnaire.

(3) **Participation**: The extent of psychological participation was assessed with the help of Psychological participation Index developed and standardized by Singh and Ponsonjee (1978).

(4) **Locus of Control**: Social Reaction Inventory developed by Rotter (1966) was used to assess the internality-externality dimensions of personality.

**Role Efficacy**:

In order to find how much role efficacy a person has, it would be necessary to measure strength of the dimensions which have been mentioned above. Those dimensions are reflected in the way individuals in an organization perceive their roles. A more structured way of measuring role efficacy is to use an instrument which has multiple choices. The respondents have to choose between three alternatives on each of the 10 dimensions. These alternatives are pre-weighted and it is easy to get the sum of the values of the various alternatives selected by the individual. This instrument is developed by Pareekh (1977).
Procedure:

Data collection is based on the information gathered from 100 entrepreneurs for 37 variables including two dummy variables one for infrastructure and other for socio-structural indicators.

Data Analysis:

Correlation Matrix, Regression Analysis, Factor Analysis define the basic statistical procedures.

Results:

Overall relationship between role, efficacy, infrastructure, socio-structural indicators has been observed with respect to all the 35 variables considered together.